

# Plan 2010-2011



International Federation  
of Red Cross and Red Crescent Societies

## Sri Lanka

### Executive summary

Despite the end of the decades long conflict in Sri Lanka, weak economic growth and inequalities throughout those years combined with risks of flooding in some areas, and droughts in others threaten a significant number of vulnerable communities throughout Sri Lanka. Exposure to tropical storms during the first quarter of every year and during the monsoon season, as well as heavy rainfall from the Bay of Bengal, contribute to the risk of landslides, overflowing riverbanks and occasional tidal surges. It is therefore no surprise that before tsunami struck Sri Lanka in December of 2004, the International Federation of Red Cross and Red Crescent Societies has since supported the Sri Lankan Red Cross Society (SLRCS) with programmes in disaster management, health and care, organizational development and humanitarian values, in line with core programme areas highlighted in Strategy 2010 as well as Global Agenda Goals.

Following the tsunami, a massive relief operation was launched, continuing support to four core programmes, but focusing priorities on the huge task of restoring the lives of the tsunami-affected population. Significant construction of houses and infrastructure combined with water and sanitation as well as livelihoods components have been the largest part of the tsunami plan of action. Almost five years after the tsunami, the recovery operation is coming to a close. The International Federation is therefore refocusing its support and resources towards the core programme areas in support of the SLRCS' recently completed five-year development plan ( and as part of the transition to regular programming based on its exit strategy. Core programme areas have continued to be part of the Tsunami Plan of Action up to



Getting familiar with various types of disaster response tools.

Photo credit: International Federation

2009, but as activities related to construction come to a close, this 2010-2011 plan highlights those areas that the International Federation will continue to support as prioritized by the SLRCS.

The National Society has been arduously working to complete its five-year strategic plan and after many consultations with Red Cross Red Crescent Movement partners and with International Federation guidance, it was completed and presented in 2009. The priorities set out in the five-year development plan were presented to both International Federation country and zone delegations as well as interested partner national societies through a partnership meeting held at the Asia Pacific zone office. Taking into consideration the improved capacity of the national society as a result of the implementation of the tsunami operation, it is expected that a significant number of people in Sri Lanka will benefit from the programmes in the four core areas throughout these two years.

The five-year development plan seeks CHF 96 million for the implementation of the plan throughout 2009-2013. The International Federation will then support those areas that SLRCS has prioritized for 2010 and 2011, which are also in line with the tsunami plan of action. In terms of disaster management and organizational development, the components of the early warning and branch building projects (these are ongoing projects) will remain under the tsunami plan of action. Because it continues to be in place until end of 2010, the current running costs of the office will continue to be under that emergency appeal.

The total budget for only the core programme areas of the International Federation to support the five-year development plan is CHF 2,541,268 (USD 2.46 million or EUR 1.67 million) for 2010, and CHF 2,119,658 (USD 2.05 million or EUR 1.39 million) for 2011.

[Click to go directly to the attached budget summary of the plan.](#)

## Country context

Sri Lanka is a nation of great ethnic and cultural diversity in a population of more than 20 million people. It is situated off the southern coast of India between the Gulf of Mannar in the west and the Bay of Bengal on the northeast in the Indian Ocean. Its population comprises the Sinhalese, Sri Lankan Tamils, Indian Tamils, Moors (Arabs), Burghers (Dutch), Malays and Veddas (indigenous people). The majority group are the Sinhalese (74 per cent of the total population), followed by the Sri Lankan Tamils and Indian Tamils (18 per cent), with the remaining population consisting of other ethnic backgrounds. Although the national languages in the country are Sinhalese and Tamil, English is commonly used by the government and government officials, however only about 10 per cent of population are competent in this language throughout the country<sup>1</sup>.

The sovereign state of Sri Lanka has had a strong plantation industry over the last 200 years as part of the legacy of colonial periods. As a result, tea, coffee and rubber plantations gained more importance as major sources of foreign exchange, compared with the traditional rice paddy and vegetable crops. Inevitably, the introduction and promotion of export-oriented plantations contributed to inequalities between the employed farmers and the landowners of traditional crops<sup>2</sup>. Towards the end of the 20th century, economic policies were of a market-oriented nature to encourage foreign investment. In the last few years the inclination has been to revert to policies of a more state-centralized nature by which privatization has been halted and economic investment directed towards disadvantaged areas through the development of small- to medium-sized enterprises, agriculture and the civil service sectors. GDP growth average has been at a healthy 4.5 per cent since the 90s despite the political tensions<sup>3</sup>, and annual growth reached 7 per cent in 2006. However, this growth also takes into consideration government spending in various sectors, including those related to the conflict and post-tsunami reconstruction. Parallel to that, in recent years the inflation rate has been high – almost reaching 17 per cent in 2007 – but has declined since the beginning of 2009. Inflation has had a significant impact on the population, with regularly increasing costs of basic commodities such as rice, cooking gas and petrol, as well as basic utilities such as electricity and water. Up to 80 per cent of the population live in rural areas and the unemployment rate is at 5.7 per cent. Although the country has a literacy rate above 90 per cent, 22 per cent of the population is believed to be living below the poverty line<sup>4</sup>. Approximately 800,000 Sri Lankans have emigrated in search of work, allowing income from foreign remittances to reach USD 1 billion per year (CHF 1.04 billion)<sup>5</sup>.

The tense relationship between the government of Sri Lanka and the Liberation Tigers of Tamil Eelam (LTTE) started more than three decades ago. A ceasefire was formalized in 2002 that gave way to a period of intense negotiations but violence renewed in 2006. In 2007, the government of Sri Lanka regained control of the east and at the beginning of 2008; it officially withdrew from the ceasefire. Following a renewal of fighting, a large-scale government offensive succeeded in breaking the long stalemate, and in January 2009, troops captured the northern town of Kilinochchi, held for ten years by the LTTE as their administrative headquarters. Thereafter, the army steadily pushed the LTTE into an ever-shrinking area of the north-east, before finally overrunning the last rebel-held position in May, prompting the government to declare LTTE defeated.

The increase in violent incidents, particularly in the northern part of the country between Vanni and parts of Jaffna

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<sup>1</sup> <https://www.cia.gov/library/publications/the-world-factbook/geos/ce.html>

<sup>2</sup> [www.lankalibrary.com](http://www.lankalibrary.com) The British in Sri Lanka

<sup>3</sup> With the exception of a recession in 2001.

<sup>4</sup> <http://hdr.undp.org/en/reports/global/hdr2006/>

<sup>5</sup> <https://www.cia.gov/library/publications/the-world-factbook/geos/ce.html>

created economic isolation for these regions throughout 2008 and 2009. The disparities between the insecure north (and parts of the east) became noticeable as income in these regions dropped significantly. Both the security situation and the humanitarian consequences of the escalating internal civil conflict affected tsunami recovery programming. In some cases, projects located in frontline areas were cancelled as beneficiaries needed to flee, while in other areas projects were temporarily suspended due to restrictions on movements, shortages of materials or the reluctance of contractors to work.

After the 30-month-long military campaign, the Sri Lankan government pledged in May 2009 to find a lasting political solution to the national ethnic question in Sri Lanka. The outcome of the hostilities in the North (particularly Vanni) has led to great humanitarian need; over one quarter of a million people were displaced by the conflict and are currently being housed in camps, mostly in Vavuniya district.

The government has established a special task force for the resettlement, development and security in the northern province. The task force is now planning to implement an initial "180 days" early recovery programme, in addition to medium- and longer-term programmes, with the support of governmental and inter-governmental agencies, as well as humanitarian organizations. In accordance with this, the SLRCS have developed their own six month plan, mapping out coordinated support pledged by Red Cross Red Crescent Movement partners, and will outline this in a second letter of intent to be sent to the government. This six-month plan will focus mainly on medical and health assistance, water and sanitation, and non-food relief items.

The Red Cross and Red Crescent Movement is currently providing emergency assistance to internally displaced persons (IDPs), with over 500 SLRCS volunteers engaged in the service provision. SLRCS, in association with the Red Cross Red Crescent Partners, continues to implement humanitarian assistance programmes targeting IDP populations in Vavuniya, Mannar, Jaffna and Trincomalee districts.

While the conflict significantly hampered economic growth and contributed to inequalities across the country, floods, droughts and tropical cyclones are some of the natural disasters that threaten a number of already vulnerable communities<sup>6</sup> throughout Sri Lanka. The coastal belt is exposed to tropical storms and tidal surges. From December to March, the island is exposed to the northeast monsoons as rainfall approaches from the Bay of Bengal, and from June to October it is the southwest coast that is at risk. Due to heavy rainfall during the monsoon seasons, the south-central highland regions (highest point at 2,524m) are prone to landslides. Overflowing riverbanks and man-made reservoirs as a result of heavy rains is an annual risk. Poor management for many years has led to the destruction of many traditional irrigation systems. During the dry season, their low productivity often results in insufficient water supply for crops, leading to crop failures.

The risks are not limited to exposure to man-made and natural disasters. Infant mortality rates lies at 1.9 per cent and life expectancy rate is 75 years with no major difference between male and female and figures similar to developed countries<sup>7</sup>. HIV/AIDS is not currently seen as a major threat to the health of Sri Lankans with 0.1 per cent prevalence rate, but the health officials see the importance of keeping this low index and preventing rather than responding to a threat. High health risks come from infectious diseases common to countries with tropical climates, and include bacterial diarrhoea, hepatitis A, dengue fever, chikungunya and leptospirosis. Malaria is not considered high risk in the major cities and capital, but measures are necessary to prevent another epidemic following the one in the 1930s, which was a historical event and highlighted the vulnerability of the country to such diseases. It was this epidemic that instigated the then central council branch of British Red Cross to form the Sri Lanka Red Cross.

Almost five years after the tsunami, the worst natural disaster in Sri Lanka's recent history, affected individuals and communities are still recuperating from the effects. At least 35,000 people were killed, 200,000 injured and approximately one million people were affected by the loss of either their homes, livelihoods, or other basic means of survival. The tsunami relief operation achieved a great deal in its aftermath, and now a greater emphasis is placed on recovery, focusing on creating more resilient communities and structures through capacity building, better disaster preparedness and improvements in coordination<sup>8</sup>. The SLRCS will continue to play its part and strive to achieve the objectives of its strategic plan by strengthening its capacity and improving its service delivery.

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<sup>6</sup> [http://gridca.grid.unep.ch/undp/cntry\\_profile.php?selectedCountry=215](http://gridca.grid.unep.ch/undp/cntry_profile.php?selectedCountry=215)

<sup>7</sup> [www.statistics.gov.lk](http://www.statistics.gov.lk)

<sup>8</sup> [http://www.recoveryplatform.org/pdf/Forum/Kobe\\_Communique.pdf](http://www.recoveryplatform.org/pdf/Forum/Kobe_Communique.pdf)

## National Society priorities and current work with partners

The SLRCS, considered the largest humanitarian organization in Sri Lanka, covers all 25 districts of the country with the support of its 217,000 members and volunteers. It has developed a strategic plan to guide its direction for five years from 2009 to 2013. Under the plan, the SLRCS's main objective is to enhance the delivery of humanitarian assistance and ensure that this is done in a sustainable way, both at the headquarters and branches. The strategic plan is the primary document for the SLRCS, which gives the vision and mission of the organization with strategies to address the identified strategic issues in the situation analysis. The five-year development plan is the operational document which describes the operational modalities, concepts, structures, procedures, summary details of key programme interventions, budgets, partnerships, sustainability plans and coordination mechanisms. Following the five year development plan, further elaborated details will be available through detailed project proposals with detailed budgets, log frames and work plans.

The strategic plan (2009-2013) was first developed at the end of 2007, following a process which involved planning exercises and much reflection within the national society. With it came a growing realization of the need to transition from the tsunami operation to core programming aligned with the International Federation's Global Agenda goals for disaster management, health and care, organizational development and principles and values. Two partnerships meetings took place during 2008, and a third one took place in 2009, in which SLRCS presented its finalized plans. Nineteen partner national societies, senior managers from the International Federation country office and high-level representatives from SLRCS as well as staff members from the zone office attended this meeting.

In order to translate the strategy into concrete plans and budgets for the activities in the four core programme areas, the national society has created programme-specific technical committees. These committees have been given the task of developing their own programme plans to address the main strategic directions of the 5-year strategy. Following various discussions with the Red Cross Red Crescent Movement partners in the country, these programme plans were revised and finalized. Partner national societies are already supporting core programme areas as they move towards longer-term efforts to ensure the sustainability of results. (See table below)

The five-year development plan seeks CHF 96 million and focuses on four main areas, which are: 1) disaster management, 2) health and care, 3) organizational development and 4) principles and values, which are all cross-cutting and complement each other, to tackle the major issues identified as priorities to be addressed by the SLRCS in the next five years. These issues include:

- the need to improve mechanisms related to financial and operational transparency and accountability;
- community empowerment;
- volunteer/youth development programmes and management systems;
- image and identity of the national society with all stakeholders;
- attention to networking and communication with internal and external stakeholders;
- attention to resource mobilization, physical capacity building and dependence on other sources for funding;
- upgrading of policies, strategies, administration and management modalities, and monitoring tools for effective implementation of programmes in the core areas.

The SLRCS is in a very significant period of its history. The huge amount of humanitarian assistance received through the tsunami operation and the experience gained from the operation have done much to strengthen the capacity of the national society. With a new five-year strategic plan in place and continued support from the International Federation's country office, the national society will be focusing its efforts on strengthening its capacity to deliver effective and timely services in the four core programme areas and address the needs of the most vulnerable people in Sri Lanka.

The table below shows all partners supporting SLRCS programmes in 2010 and 2011<sup>9</sup>:

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<sup>9</sup> Movement partner support in core programme areas has been undergoing since the launch of the tsunami operation. The partners in this list include all those supporting the national society bilaterally or multilaterally in core programme areas.

Sl.no	Partners supporting SLRCS programmes	Programme components
1	American Red Cross	Disaster management, community preparedness, organizational development/capacity building
2	Canadian Red Cross	Community-based health, branch building construction, branch and volunteer development (organizational development/capacity building)
3	Danish Red Cross	Community-based health, psychosocial support, branch building construction, community preparedness
4	Finnish Red Cross	Branch building construction, organizational development/capacity building, community-based health and first aid
5	German Red Cross	Community-based health, voluntary non-remunerated blood donation, disaster management planning, community preparedness, branch construction
6	Japanese Red Cross	Branch building construction
7	Norwegian Red Cross	Community-based health, disaster management
8	Spanish Red Cross	Branch building construction, national society financial development
9	Swedish Red Cross	Branch building construction, organizational development/capacity building – youth development, governance, management and systems development, community infrastructure and capacity building
10	New Zealand Red Cross	Community-based health and first aid
11	Italian Red Cross	Livelihood development

## Secretariat supported programmes in 2010-2011

The secretariat plans for 2010 and 2011 support the SLRCS' recently completed and launched five-year development plan 2009-2013. The programme areas selected, particularly the programme components in these areas, focus on the priorities established by the national society from within its plan. With the tsunami operation still underway until the end of 2010, these plans portray the current position of the International Federation's country office transition from one significant operation to regular core programming.

Many partner national societies are also supporting SLRCS's five-year development plan bilaterally. Drawing on the experiences gained and the capacities built from what was one of the largest operations undertaken in its history, the International Federation is certainly in a position to benefit from this operation and build on the activities already being implemented in the core programme areas. The disaster management programme under this plan will focus on strengthening the SLRCS' capacity for disaster response and preparedness for response, as well as community-based disaster preparedness through the disaster mitigation and disaster risk reduction initiative. This will be in line with the regional South Asia disaster risk reduction initiative "building safer communities" that promotes the disaster risk reduction approach among all national societies in the region, as well as the Hyogo Framework for Action. The health and care programme will focus on community-based health and first aid, one of the three main priority areas established by the national society's five-year development plan. The three areas that the organizational development programme will focus on are youth development; governance, management and systems development; and community infrastructure and capacity building. Support to SLRCS principles and values programme will focus on the continued technical support and guidance on awareness raising of the Red Cross and Red Crescent Fundamental Principles and humanitarian values, as well as promoting respect for human dignity in all of its aspects. The core programming is in line with the integrated programme approach and other South Asia regional initiatives, and therefore will continue to expand integration as new opportunities arise.

## Disaster Management

### a) The purpose and components of the programme

Programme purpose
To improve community resilience, to cope with and manage disasters while continuing to maintain organizational readiness to respond to natural and man-made disasters.

The disaster management programme budget for 2010 is CHF 1,069,781 and for 2011 is CHF 1,038,700.

In line with Strategy 2010, Global Agenda Goal 1 and draft disaster management strategy 2009-2013, support to SLRCS's five-year development plan 2009-2013 in disaster management is focused on disaster risk reduction approaches through long-term development programme and institutionalizing disaster response systems and mechanisms within the national society structures. The two programme components that the International Federation has established for its support to SLRCS throughout 2010 and 2011 are: i) community preparedness and ii) organizational preparedness.

By conducting a hazard vulnerability and capacity assessment followed by risk reduction plans, the communities would have organized and improved their capacity in mitigating negative impacts, establishing early warning systems, providing first aid, safe evacuations and relief in case of a disaster. Mitigation mechanisms and the capacity of communities to cope with adverse events will be systematically established within community groups and branches. Through the initiative of "building safer communities" that takes climate change into consideration, community actions become the most vital aspect in terms of saving lives and taking care of the injured during the first moments following a disaster. The "building safer communities" concept was developed by the South Asia regional office in 2007 to promote the disaster risk reduction approach and was developed at the fifth disaster working group meeting held in Sri Lanka.

Both components require a number of training activities. An important part of this training includes raising awareness of disaster management systems and tools that can be applied at the onset of disaster. The Federation support to SLRCS, especially towards its branches, will be instrumental in efforts to collaborate with the government's disaster management centre, particularly in developing a sustainable disaster early warning mechanism in coastal areas. This will focus on an integrated multi-hazard approach that is linked to government agencies, local, national and international hazard detection system, and the mobilization of its newly recruited volunteers to strengthen preparedness island-wide.

Efforts at disaster risk reduction are aimed at key sections of the population. Community groups as well as school teachers and students are the direct target groups for trainings in early warning systems. These groups include approximately 400,000 individuals from all sectors of the population (women, men, girls and boys) whose resilience will be built so that they are better able to withstand the impact of disasters. The training will also target the schools, teachers and students who also ensure the dissemination of disaster management mechanisms throughout the community. The community-based disaster risk management project is already being implemented in three flood and landslide prone districts: Rathnapura, Gampaha and Nuwara Eliya, targeting more than 33,750 people in 15 Grama Niladhari divisions, including some 7,500 school children. Organizational preparedness is a national-level project with specific focus in the same flood and landslide-prone districts, with the addition of eastern coastal district of Batticaloa. Because the branches will benefit from this component, the potential target people reached are the entire population of these four districts.

To complement the community-based actions, further strengthening of SLRCS's response mechanisms is essential. Knowledge, systems and procedures at both national and districts levels through the development of response and contingency plans, management of emergency funds, and establishment of response teams with specialized components, will enable the national society to respond with improved capacity when faced with the task of responding to disasters. The establishment of warehouses at strategic locations will provide an opportunity for SLRCS to act promptly in the event of any future disaster.

SLRCS's initiative in disaster management is being supported bilaterally by the American Red Cross, Danish Red Cross and German Red Cross, as well as the International Committee of Red Cross through their country offices. The Federation's coordination role does not only apply to collaboration among programme areas in line with the integrated programme approach, but also aims at ensuring effective coordination and knowledge sharing within the Movement and external partners. The disaster management technical committee established since the onset of the tsunami operation works on mainstreaming cross cutting issues or emerging issues with its partners. Issues such as social inclusion (gender focused), climate change, and current evolution in population movement have been discussed in this forum and feedback provided for further monitoring the implementation of the SLRCS five-year development plan. It also serves as an advisory platform for promoting the national society to build a network with other key stakeholders (i.e. national disaster management centre, United Nations) and other technical agencies (i.e. national building research organization and meteorological department) to carry out the disaster risk reduction programme.

<p><b>Programme component 1: Community preparedness</b></p> <p><b>Outcome:</b> Improved self-reliance of individuals and communities to reduce their vulnerabilities, manage and mitigate impacts of natural and man-made disasters.</p> <p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Develop risk profiles through hazard, vulnerability and capacity assessments in the targeted communities and schools;</li> <li>• Develop risk reduction/community action plan for targeted communities;</li> <li>• Recruit volunteers, train and equip with response equipment;</li> <li>• Identify safe evacuation route through simulation exercise/drills;</li> <li>• Install signage, billboards and distribute information, education and communication materials;</li> <li>• Identify and implement small scale mitigation activities in each community; and</li> <li>• Facilitate the formation of community-level organization.</li> </ul>
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<p><b>Programme component 2: Organizational preparedness</b></p> <p><b>Outcome:</b> SLRCS institutional capacity and systems strengthened to respond to impacts of natural and man-made disasters.</p> <p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Facilitate SLRCS's development of national level disaster response and contingency plans;</li> <li>• Facilitate SLRCS's standardization disaster response tools in line with regional and global tools;</li> <li>• Support the design of standard training curricula for disaster response tools;</li> <li>• Support the development of standard equipment kits for disaster response tools;</li> <li>• Facilitate skill development trainings for staff and volunteers; and</li> <li>• Construct regional warehouses in two strategic locations with adequate buffer stocks;</li> <li>• Facilitate coordination and knowledge sharing between SLRCS and other Movement partners;</li> <li>• Facilitate coordination between SLRCS, government and other technical agencies;</li> <li>• Support the national society to document lessons learned and best practices and share with internal/external stakeholders;</li> <li>• Provide technical support to other partner national societies to carry out reviews, lesson learned;</li> <li>• Facilitate national-level disaster risk reduction knowledge sharing and coordination events with the government's disaster management centre;</li> <li>• Facilitate exchange visits with other national societies; and</li> <li>• Coordinate lessons learned, cross cutting issues/concerns and good practices among the Movement partners.</li> </ul>
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**b) Potential risks and challenges**

The key challenge is to mobilize the communities, SLRCS staff, volunteers and governance to engage in disaster risk reduction activities. These challenges are not only in terms of the capability of the organization but also in terms of behavioural changes expected of the disaster responders and the vulnerable communities. SLRCS branches and its volunteers are willing to support their own communities in the spirit of Red Cross volunteerism. The identification of the most vulnerable communities in line with national disaster management plan is critical for greater impact at community level. Delays in decision-making and procedural processes may affect the programme implementation and efficiency.

## Health and Care

a) The purpose and components of the programme

<p><b>Programme purpose</b></p> <p>Target communities are sufficiently self-reliant to lead a healthy lifestyle and there is reduced vulnerability to infectious and chronic diseases.</p>
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The health and care programme budget for 2010 is CHF 543,945 and for 2011 is CHF 371,216.

As Sri Lanka goes through a demographic and epidemiological transition, it is experiencing a dual burden of disease. While infectious diseases like malaria, tuberculosis, dengue continue to cause significant morbidity and

mortality, the prevalence of chronic diseases like diabetes and cardiovascular diseases is increasing. Currently heart disease is the largest cause of mortality in the country. Additionally, the region is prone to disasters such as floods, cyclones, tsunamis and internal conflict, which have a major impact on the health status of the vulnerable people.

The International Federation country office will support SLRCS's health programme in line with the International Federation's global health strategies, guidelines and initiatives contributing to Global Agenda 2 (To reduce the number of deaths, illnesses and impact from diseases and public health emergencies). The programme will also be aligned to the recently launched SLRCS five-year development plan.

The country office will also support SLRCS in developing, strengthening and scaling up its community-based health and first aid programme. This programme will offer an integrated package of health services and interventions that target diseases with a high burden and other relevant health conditions in the country. SLRCS will seek to address the gaps in service delivery at national level as an auxiliary to the national government. To support the SLRCS's five-year development plan (2009-2013), the International Federation aims to support the national society in the key areas under the community-based health and first aid approach, which include:

- HIV:SLRCS has joined the International Federation's Global Alliance on HIV and will scale up its interventions while aiming to increase the number of people reached. These include youth, tea and rubber estate communities, and key population groups at higher risk including - truck drivers and people in the small-scale hotel industry. In addition to funding from the South Asia regional office, the country office will support SLRCS in accessing funds from other sources;
- Voluntary non-remunerated blood donor recruitment: SLRCS will seek to work closely with the government on this issue with active support from the International Federation and partners. These activities will also be integrated under the HIV prevention component;
- First aid and commercial first aid trainings and services;
- Public health in emergencies: working in an integrated manner with the disaster management unit, the SLRCS health team uses the community-based health and first aid approach in addressing the health needs in a disaster situation. SLRCS and the International Federation are committed to the integrated planning approach. Cross-cutting issues such as disaster management and humanitarian values mainly under community-based disaster risk reduction and community-based disaster management will be integrated in this programme component;
- Communicable diseases prevention such as dengue (and other mosquito-borne diseases), leptospirosis, TB etc.;
- Chronic diseases and health conditions: the International Federation will support SLRCS in carrying out interventions aimed at non-communicable diseases based on World Health Organization and International Federation guidelines including cardiovascular diseases, diabetes and road traffic accidents; and
- Psychosocial support and interventions based on International Federation guidelines, depending on the availability of funds.

The current health plan for 2010-11 includes only those interventions for which funding is confirmed. However, the country office shall endeavour to dialogue with potential partners for more funding and will modify this plan should additional funds be received.

<b>Programme component 1: Community-based health and first aid</b>
<b>Outcome 1:</b> Target communities are sufficiently self reliant and lead a healthy lifestyle at all times, through effective and evidence-based SLRCS community-based health and first aid interventions.
<b>Outcome 2:</b> Improved SLRCS capacity at all levels to deliver appropriate and timely health services in disaster and normal times.
<b>Key activities:</b> <ul style="list-style-type: none"> <li>• Conduct community assessments;</li> <li>• Awareness campaigns about health promotion and healthy life styles;</li> <li>• Dissemination of guidelines and training materials on community-based health and first aid in action;</li> <li>• Country level and district level trainings for staff and volunteers;</li> <li>• Information, education and communication materials are developed and disseminated;</li> <li>• Database of trained volunteers are developed, maintained and updated continuously;</li> </ul>

- Facilitation of branch planning;
- Community level tailor made first aid trainings and assessments, water and sanitation related interventions.

### **b) Potential risks and challenges**

The government of Sri Lanka is currently in the process of finalizing its plans for the future development of the health and care sector. Once these plans have been finalized, procedures that are more concrete will be established to ensure more effective and efficient methods of carrying out the programmes. Retaining qualified and experienced staff also poses a challenge.

## **Organizational Development/Capacity Building**

### **a) The purpose and components of the programme**

#### **Programme purpose**

Promote SLRCS to build its capacity to have wider community outreach through an efficient, effective, high quality, transparent and accountable service delivery mechanisms, developing self-reliance and sustainability.

The organizational development/capacity building programme budget for 2010 is CHF 927,541 and for 2011 the budget is CHF 709,741.

A key contribution of the International Federation is providing technical support in organizational development to SLRCS and offering coordination services to Movement partners who are striving to enhance the national society's capacity. The national society and partners continue to explore possibilities for developing longer-term partnerships in order to achieve the goals of the strategic plan and the five-year development plan. The International Federation has identified priority areas in which the continuation of direct programmatic support in 2010 to 2011 is essential. It will continuously provide important technical and coordination support to Movement partners, while at the same time directly support the national society in its development. These four prioritized programmatic areas are:

- a) youth development;
- b) governance, management and systems development;
- c) community infrastructure development and capacity building (intensified capacity building project for divisions through the integrated programme approach. Here, 12 divisions (under four branches) out of 78 are prioritized; and
- d) resource mobilization (the programme seeks a small contribution to fill the gaps of four branch building construction projects).

The scope of the three programme components identified links with the SLRCS vision of '*safer, resilient, and socially inclusive communities through improving lifestyles and changing mindsets,*' through the programme's overall objective, while at the same time adhering to the Federations Global Agenda 3 (increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability).

The SLRCS five-year development plan has identified youth development as one of the key areas to focus on to fulfil its vision. Youth currently make up 80 per cent of the volunteer base. The SLRCS' youth wing has a parallel island-wide governance system and is very active in community services. The 2010-11 youth plans in this appeal are purely based on the five-year development plan and will have no overlaps with the tsunami plan of action, which will be completed in 2009. The activities will mainly focus on implementation of an SLRCS youth constitution (establishing unit, divisional, branch and national level youth structures and functioning) while providing wider opportunities for the youth of SLRCS to develop their capacity to become future leaders of the country. In addition, youth will organize and engage voluntarily in community services such as first aid services, free labour campaigns (*sermadahana*) to clean hospitals and public areas, awareness creation on disease prevention, relief activities, conducting assessments etc.

A professional governance and management system will improve the quality of SLRCS' service delivery. In the aftermath of the 2004 tsunami, SLRCS' management structure was scaled up rapidly to absorb much 'new blood' to the organization. Thereafter, SLRCS understood the importance of scaling down management structure and considering sustainability with the phasing out of tsunami projects. SLRCS has focused on retaining staff of high calibre in core structures and further developing capacity to enhance the quality and volume of service delivery.

The minimum core management structures for national headquarters and the branches of SLRCS have been identified in the five-year development plan.

Similarly, governance systems also increased their involvement in offering leadership for a large volume of programmes. In this context, clear understanding of governance and management responsibilities became of vital importance and the programme addressed this area through building awareness of best practices. Additionally the programme played a lead role in developing different policies, procedures, guidelines and manuals with the new systems to implement in the organization (new strategic plan, five-year development plan, volunteer policy, volunteer management manual, volunteer database, volunteer insurance, organizational development policy, disaster management policy, information technology rules and regulations etc.).

However, there is still improvement to be made to the various systems such as human resource management, finance and logistics management, strengthening and developing the leadership and professional capacities of governance and management. Introducing a rigorous performance management system within a comprehensive planning, monitoring, evaluation and reporting system to improve the quality and to keep higher success rates in programme implementation is one of the key areas covered in this programme appeal. The re-engineering process proposed in SLRCS's five-year development plan is planned with an outsourced consultant to achieve success in significant cultural and systems changing environment. The programme has focused on a learning management unit to be responsible for in-house trainings as well as the coordination of trainings. Therefore, governance, management and systems development is the most important strategic area in the organizational development programme.

Developing self-cost recovery community structures that offer services for their own communities through the Red Cross system is the focus of the community infrastructure development and capacity building programme. The year development plan clearly mentions that intensified capacity building and an integrated programme approach will be the main methodology for implementing this programme. Because of the integrated approach, the integration of organizational development at different levels with other core programmes could be seen in the intensified capacity building project designed for division development. The five-year development plan seeks to pilot this project in 78 divisions, however this programme appeal requests support for only 12 divisions within four district branches. The four branches have been selected mainly due to restricted funding and project implementation capacity of the programme. In addition, SLRCS has already received commitment for eight branches from two partner national societies (Canadian Red Cross and German Red Cross). SLRCS will cover support for the rest of the divisions with the assistance of other Movement partners.

The integrated programme approach will be applied through vulnerability and capacity assessments and participatory planning, fulfilling minimum standards identified to develop well functioning divisions and capacity development of multi-skilled volunteers in service delivery at division level. It also includes constructing a divisional building as a community centre and income generation. Focusing on self-sustainability at the division level, income generation and fund raising projects will be implemented within the SLRCS national resource mobilization policy. However, the national resource mobilization policy of SLRCS is yet to be finalized (it is planned to be completed in early 2010) and only interim guidelines for income generation projects are available. Projects will be developed at divisional level based on outcomes of market feasibility studies. However, these projects will be small-scale, with a maximum capital investment of LKR 300,000 (CHF 2,792). The final goal will be to create resilient communities in the national society.

A small funding gap has been identified in branch building construction projects under the tsunami plan of action to make four buildings functional units. A functional branch building will help to save huge rental payments, providing a conducive environment for volunteers and employees to work and to earn additional income by utilizing the available additional space for income generation in line with the five-year development plan. This intervention is in line with the resource mobilization thematic area of national society's five-year development plan. Furthermore, SLRCS respective branches have agreed to contribute to the completion of the branch building projects.

The national society has requested the continued support from the International Federation's organizational development team over the next two years and an essential element of successful continuation of the above projects. While funds have been secured for 2010, a funding gap remains in running costs for 2011. Therefore, in addition to an appeal for funds for two years, the organizational development department also requires funding for their own running costs in 2011.

Over 500,000 Sri Lankans will benefit from the increased capacity of the SLRCS, whose network throughout the island is far reaching.

### **Programme component 1: Youth development**

**Outcome:** Enhanced capacity of youth members and volunteers to share principles and values and other Red Cross information to contribute to ongoing programmes and engage in effective service delivery mechanism.

**Key activities:**

- Develop leadership, communication and interpersonal skills, the arts, sports (through island-wide sport festivals) and language skills among youth members;
- Developing and implementing a youth recruitment, induction, training, and a rewarding and appreciation mechanism for the youth wing with the youth strategic plan;
- Opportunities for youth in participating at local and international youth exchange programme/youth camps;
- Implementing a national society youth constitution by conducting annual general meetings at all levels;
- Organizing and offering more community services and fund raisings by the youth wing.

### **Programme component 2: Governance, management and systems development**

**Component outcome:** A professionalized and effective SLRCS service delivery system, with a culture that values professional ethics and humanitarian values and operates within an effective governance and management relationship.

**Key activities:**

- Setting up an objective/results-based performance management system for SLRCS;
- Develop and implement the SLRCS planning, monitoring, evaluation and reporting system and policy;
- Mapping of human resources capacity gaps/requirements and addressing the training and capacity in SLRCS governance and management;
- Develop the competencies and skills of the SLRCS management;
- Support for the re-engineering process of the national society;
- Developing, ratifying and dissemination of the identified guidelines, policies, plans and competency standards for human resource development;
- Establishing a learning management unit in SLRCS as an in-house training unit, which, in future, will offer trainings to external organizations as an income generation activity.

### **Programme component 3: Community infrastructure development and capacity building**

**Component outcome:** Develop self-sustainable community-based structures that can help effectively deliver services to vulnerable.

**Key activities:**

- Develop a minimum of 78 divisions (three divisions per branch – in the national programme) into well functioning divisions as per minimum standards identified in the five-year development plan. These divisions will serve their own communities with various community activities, mobilizing volunteer strength;
- Establish viable fundraising and income generating measures (based on initial market researches) that will be continued by the divisions;
- Establish democratic community level structures in branches using the unit division development model;
- Conduct dissemination /awareness programmes to improve knowledge of the Movement, good governance and management, leadership development and project planning process (PPP) trainings for unit and division leaders;
- Develop divisional action plans through participatory techniques such as vulnerability and capacity assessment (VCA) and participatory rural appraisal (PRA) on which to base core Red Cross services to the community;
- Introduce a volunteer management system at division and unit level.

<p><b>Programme component 4: Branch building construction</b></p> <p><b>Component outcome:</b> SLRCS branches own adequate space to function branch service delivery activities and administrative functions. Providing a conducive environment for the volunteers and branch management to work in as well as an opportunity to utilize available additional space for income generation purposes.</p> <p><b>Key activities:</b></p> <ul style="list-style-type: none"> <li>• Completion of branch building construction projects in Mannar, Matale, Ratanapura and Nuwara Eliya including final finishes.</li> </ul>
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**b) Potential risks and challenges**

The tsunami plan of action budget has considered programme support costs for 2010, but there has been no allocation thus far for 2011. Because it is anticipated that partner national societies contributing to this programme area will continue to require technical input in the following years, in the absence of any programme funds the International Federation’s country office may miss out on important opportunities to continue with its already well established role as a service provider. The inability to support these programme plans will create a situation where competent employees will leave the organization and impede future organizational development.

**Principles and Values**

**a) The purpose and components of the programme**

<p><b>Programme purpose</b></p> <p>To promote respect for diversity and human dignity and reduce intolerance, discrimination and social exclusion.</p>
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Awareness raising and promotion of humanitarian values is the focus of SLRCS principles and values programme. It is carried out both internally within the organization and externally to reach as much of the population as possible. The programme has two components: i) internal promotion and awareness raising about Fundamental Principles and humanitarian values, and ii) external promotion of Fundamental Principles and humanitarian values.

The first component of the national society’s principles and values programme focuses on improving internal understanding and awareness of humanitarian values, gender issues and Red Cross principles among staff, volunteers and Red Cross members. One of the key objectives is the development of an SLRCS policy and strategy for the promotion of these values and to achieve consistency across the organization. A virtual policy committee with representation from all Movement partners has already been formed which is driving the strategy development. However, dissemination as well as awareness activities on principles and values at programme level are other vehicles by which the knowledge of the Red Cross Red Crescent Movement and its Code of Conduct will be extended. The main actor in the internal promotion and awareness of humanitarian values and principles is Red Cross youth, thus this component is carried out in close coordination with the youth development component. Nevertheless, efforts to introduce humanitarian values to branch dissemination officers and head quarter’s staff through a series of workshops and training sessions is also underway. The second component of the principles and values programme of SLRCS concentrates on integrating humanitarian principles and values concepts into all core area programming, thus ensuring that Red Cross activities have a positive impact at community level and help to reduce tensions and discrimination while promoting a better understanding of Red Cross principles. In coordination with the organizational development programme, modules will be developed to support branch staff in promoting behavioural change amongst communities.

The national society’s Fundamental Principles and values programme is currently being supported bilaterally by the Canadian Red Cross and by the ICRC. Therefore, the International Federation will continue to support this national society with technical advice and guidance through its regional and zone offices. Addressing key challenges, which include discrimination, violence and the lack of respect for diversity, are main aspects of this programme, and as cross-cutting as well as in line with the integrated programme approach model, it is closely linked with the other programme areas that the International Federation supports.

**b) Potential risks and challenges**

As the internal conflict in Sri Lanka has drawn to a close, it presents opportunities regarding the promotion of humanitarian values. The SLRCS is well-placed at the community level to strengthen the capacity of vulnerable groups to tackle discrimination, intolerance and exclusion. However in the delicate environment following a decades-long conflict, identifying and tackling actions perceived as being contrary to the principles of the Red Cross Red Crescent Movement is a challenge.

## Role of the secretariat

### **a) Technical programme support**

The International Federation's country office in Sri Lanka will continue to support the national society in the implementation of its programmes as well as the coordination among all Movement partners. As the leading Movement component in relation to programme areas, the International Federation's office has been providing technical support to both the national society and the partner national societies in the various programmes, from the establishment of strategies and plans, to actual implementation of the programmes.

Year 2010 will be especially important for all Movement partners in Sri Lanka. Several partner national societies would have completed their tsunami programmes and will be either leaving the country or transition into longer-term contributions which are focused on the four core programme areas of the SLRCS. The International Federation's office in the country will therefore need to maintain its already strong technical support in all core programmes to the national society, as well as to the partner national societies carrying out programmes in these sectors. The International Federation's office structural changes in the following years, will affect mainly the non-core programme areas. Delegates and staff necessary for implementing and supporting the four core programme areas will remain until at least the end 2010. As efforts and energy will intensify in these programme areas, technical support from the South Asia regional office will be increasingly required. The regional disaster management department will continue to provide support and give guidance related to regional initiatives such as "building safer communities", the regional disaster management working group, outcomes of the regional disaster management review, the regional disaster management/ disaster risk reduction framework and the well prepared national society process and survey.

### **b) Partnership development and coordination**

A Movement coordination framework, under the leadership of the SLRCS and supported by the International Federation's country office was established because of the growing number of partners present in the country since the tsunami operation in 2004. This framework enabled the Movement to efficiently implement one of its biggest operations in history and provided a platform through which common policies, operational guidelines and technical criteria were established. In addition, the Movement coordination framework provided the national society with a Federation-wide vision and an information system that has allowed it to closely cooperate with the government of Sri Lanka, non-governmental organizations and United Nations agencies, as well as other external partners. Some of the other key working partners in the government include ministry of health, the national disaster management centre and the national water supply and drainage board. By working closely together, the Red Cross Red Crescent Movement as well as other partners are delivering a comprehensive package of financial, organizational and technical support to tsunami-affected families. Coordination and collaboration has also extended at regional level, notably within the disaster management component and its links with regional structures and frameworks such as the regional disaster reduction framework and the regional disaster management working group.

As the tsunami operation is actively transitioning to long-term programming aligns with the five-year development plan of the national society, the Movement coordination vehicle will also change its scope and operating system. This will take place once the tsunami operation has reached its completion. Therefore it will remain in place at least until 2010, and because of its utility and efficient functionality, it is foreseen that the most important lessons from having one such structure will be adapted to meet the coordination needs of core programme implementation and emergency operations. In addition, the partnership meetings that have taken place in Sri Lanka, with International Federation support provide a good base for ensuring coordination in the implementation of the SLRCS five-year development plan and partners' contributions in the coming years.

### **c) Representation and advocacy**

As auxiliary to the Sri Lanka government, the SLRCS is also well placed to influence policy that promotes the dignity of the most vulnerable. The tsunami recovery operation has served to broaden collaboration between the SLRCS and other organizations including non-governmental organizations, United Nations agencies, Sri Lankan government ministries and the diplomatic community. The SLRCS is a key implementing partner in the government's disaster management roadmap and partnerships have been developed with the ministry of finance and planning, the ministry of health, the national disaster management centre and the national water supply and drainage board. Building on these partnerships and developing new operational alliances particularly with the corporate sector and peer organizations will be important towards establishing the SLRCS as one of the country's foremost humanitarian organizations. With active and continuous support from the Federation, regular interaction with key stakeholders will be maintained through participation at relevant coordination forums as well as through bilateral meetings.

#### **d) Other areas**

##### **Programme Integration:**

One of the great lessons learned from the tsunami operation is the significant leap in integration among programmes. In addition to the remarkable achievements through the development of policies, guidelines and procedures that take into consideration synergies among the core programme areas, the integration of programmes at operational level also saw significant progress. Clear examples of various programmes coming together to provide holistic and complementary services to beneficiaries have been identified within tsunami and core area programming, but the documentation of this integration, and attempts at institutionalizing these experiences for strategic planning, monitoring and documenting this experience has been led by the community-based first aid project. This project has become a vehicle for integrated programme approach across the sectoral programmes, which has been tested at branch level. The sharing of experience and bringing the general outcomes of this experience to other programming areas is currently taking place through the organizational development component as well as periodic meetings among programme managers. Similarly, the

documentation of the momentum that integrated programming approach has gained by taking advantage of the opportunity that the tsunami operation presented will provide the national society with a clear strategy and guidelines for enhanced integration of the increasing activities in the core programme areas.

## Promoting gender equity and diversity

The SLRCS and its partners have considered the significant demographic changes brought about by the tsunami and the internal conflict, and how current and future programming may ensure that issues surrounding gender and diversity are recognized and addressed. As a sub-component of its identified community and branch development programme priority under organization development, the SLRCS has listed gender and diversity as one of the four ways in which it aims to develop the communities. Through its proposed gender and diversity programme, the SLRCS seeks to improve its institutionalized understanding of gender and diversity issues so as to better mainstream these ideas into programmes, projects and then communities; engendering a more inclusive organizational culture and in turn a more inclusive society.

## Quality, accountability and learning

The SLRCS's five-year development plan has quality and accountability at the forefront of most of the strategic issues that will be tackled. The need for better quality programmes and delivery of such, in a more transparent and efficient way, has been identified as one of the priorities for all sectors in the coming years. The International Federation country office will support this national society's initiative through the promotion of more collaborative and integrated approaches that contribute to greater accountability to stakeholders, donors and beneficiaries alike, as well as the establishment of mechanisms to ensure the periodic review of the efficiency and quality of programmes. As a result of the massive tsunami operation, the national society is facing an important period of its history with the opportunity to collect important lessons from all Movement partners in this operation.

The International Federation country office has been providing training in project planning process to the national society at various levels, as well as technical advice as requested. Efforts in the past that focused on training in project planning process and methodologies for carrying out assessments, monitoring systems and evaluation, have served as a good base for the national society. A quality and accountability working group was established with the objective of providing support for the improvement in programme processes. However, with the departure of the quality and accountability delegate, this has been taken up by the organizational development and planning, monitoring, evaluation and reporting (PMER) programmes. Programme management is still far from reaching standard quality levels, and a mechanism for collecting the important lessons from the tsunami operation does not exist so far. To this effect, the organizational development programme along with other core programme areas and support from PMER will work together throughout 2010 and 2011 to continue the capacity building of the national society so that it can meet the demands for better programming.

The International Federation aims to add value by institutionalizing better practices in project planning and implementation processes. However, support at all levels will allow for improvements in the management of programmes because these have proven to be ideal entry points for tackling quality and accountability issues. To ensure identified issues are dealt with, a monitoring and evaluation system will be put in place. Awareness-raising on the importance of good programme management as well as the need to adopt and apply these tools and mechanisms will be a key component. The integration of lessons learned and improvements in programme management through assessment and planning for better programming overall are considered along with enhanced participatory methods. A key contribution to the national society in the next few years and as the

tsunami operation comes to a close will be the establishment of an efficient and coherent mechanism for lessons learned from this experience to feed back into current and future programme planning.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"><li>• Reduce the number of deaths, injuries and impact from disasters.</li><li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li><li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li><li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li></ul>
Contact information	
<p><b>For further information specifically related to this plan, please contact:</b></p>	
<p><b>In Sri Lanka</b></p> <ul style="list-style-type: none"><li>• Sri Lanka Red Cross Society: Neville Nanayakara, director general; email <a href="mailto:directorgen@redcross.lk">directorgen@redcross.lk</a>; phone +94.11.269.4487; and fax +94.11.269.5434</li><li>• In the International Federation country office, Sri Lanka: Paul Emes, head of country office; email <a href="mailto:paul.emes@ifrc.org">paul.emes@ifrc.org</a>; phone +94.11.452.8698; and fax +94.11.268.2671.</li></ul>	
<p><b>International Federation South Asia office in Delhi:</b></p> <ul style="list-style-type: none"><li>• Azmat Ulla (Head of regional office); phone: +91.11.2411.1125; fax: +91.11.2411.1128; email: <a href="mailto:azmat.ulla@ifrc.org">azmat.ulla@ifrc.org</a></li><li>• Michael Higginson (Regional programme coordinator); phone: +91.11.2411.1122; email: <a href="mailto:michael.higginson@ifrc.org">michael.higginson@ifrc.org</a></li></ul>	
<p><b>International Federation Asia Pacific zone office in Kuala Lumpur:</b></p> <ul style="list-style-type: none"><li>• Jagan Chapagain (Deputy Head of Zone); phone: +603 9207 5702; email: <a href="mailto:jagan.chapagain@ifrc.org">jagan.chapagain@ifrc.org</a></li><li>• Penny Elghady (Resource Mobilization and PMER Coordinator); phone: +603 9207 5775, email: <a href="mailto:penny.elghady@ifrc.org">penny.elghady@ifrc.org</a></li></ul> <p>Please send all funding pledges to <a href="mailto:zonerm.asiapacific@ifrc.org">zonerm.asiapacific@ifrc.org</a>.</p>	

[<map below; click to return to title page>](#)

## MAALK002 - Sri Lanka

### Budget 2010 - 2011

#### Budget 2010

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	113,750	1,222				114,972
Land, vehicles & equipment	40,320	2,123	269,753			312,196
Transport & Storage	123,600	75,948	40,200			239,748
Personnel	433,820	280,866	261,662			976,348
Workshops & Training	162,806	101,418	159,290			423,514
General Expenditure	79,156	28,543	98,067			205,766
Depreciation						
Contributions & Transfers	46,793	18,469	38,279			103,541
Programme Support	69,536	35,356	60,290			165,182
Services						
Contingency						
<b>Total Budget 2010</b>	<b>1,069,781</b>	<b>543,945</b>	<b>927,541</b>			<b>2,541,268</b>

#### Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Care	Capacity Building	Principles and Values	Coordination	Total
Supplies	142,500					142,500
Land, vehicles & equipment		2,000	100,000			102,000
Transport & Storage	108,600	39,000	39,720			187,320
Personnel	424,700	221,829	272,034			918,563
Workshops & Training	172,731	57,890	112,754			343,375
General Expenditure	77,796	18,466	110,912			207,174
Depreciation						
Contributions & Transfers	44,858	7,902	28,188			80,948
Programme Support	67,516	24,129	46,133			137,778
Services						
Contingency						
<b>Total Budget 2011</b>	<b>1,038,700</b>	<b>371,216</b>	<b>709,741</b>			<b>2,119,658</b>

