

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## SRI LANKA (Appeal 01.29/2002)

*Click on programme title or figures to go to the text or budget*

	2002 In CHF	2003 <sup>1</sup> In CHF
1. Disaster Preparedness	87,478	87,478
2. Health and Care	99,258	206,547
3. Humanitarian Values	57,193	46,299
4. Organizational Development	408,270	267,246
<b>Total</b>	<b>652,199</b>	<b>607,570</b>



## Introduction

### National Context

Sri Lanka has a population of 18.9 million (1999), of whom about 80 per cent live in rural areas. About 74 per cent are of Sinhalese descent, with the Sri Lankan Tamils and Indian Tamils forming together the largest minority group and accounting for about 18 per cent of the population. The predominant religion is Theravada Buddhism (69 per cent) while 16 per cent of the people are Hindus, 8 per cent Muslim, and 7 per cent Christian.

The 20-year-old civil war between the government and the Liberation Tigers of Tamil Eelam (LTTE), a group seeking to create a separate nation for the Tamil minority, has caused an estimated 60,000 deaths and seriously undermined the country's enormous development potential. Unemployment is high and inflation is gradually rising. The country is losing about 4 per cent of its economic growth annually due to the war and growth forecasts of the Gross Domestic Product (GDP) for 2001 have been revised down to 4-5 per cent. Against this background the first six months of 2001 witnessed a concerted effort to try and initiate direct peace talks between the government and the LTTE, but a number of hurdles remain.

The war has continued to divert government resources from important structural, developmental and public issues. A continuing economic downturn, with lack of foreign investor confidence, contraction of the manufacturing sector, and government borrowing could lead to more inflation and unemployment; experts agree that the political and economic outlook must change if the market is to revive. Sri Lanka's economy has been based predominantly on agriculture (chiefly rice), with exports of tea, rubber, and coconuts, but manufacturing has gradually become another important source of revenue and now represents 18.2 per cent of the GDP. About 29 per cent of the land is under cultivation and 32 per cent is covered by woodland.

<sup>1</sup> These are preliminary figures for 2003. and are subject to revision in the course of 2002.

Sri Lanka's assets include some positive human development factors: it has attained the status of a middle income group country with a per capita income of USD 865, its adult literacy rate remains at nearly 93 per cent for males and 83 per cent for females, life expectancy at 75 years and the infant mortality rate at 16 per thousand. Some 57 per cent of the population has access to safe water. The country has approximately one doctor for 3,935 people and 94 hospital beds per 10,000 people (*UNICEF: Statistics of South Asian Children and Women, 1997, and Asiaweek*).

Because Sri Lanka is an island and located in a cyclone-prone area, the coastal belt of the country is particularly vulnerable to the effects of tropical storms and tidal surges. In addition, its location exposes it to a long north-east and south-west monsoon season each year. The southern and western sections of the island (the wet zone) receive large amounts of rain, causing flash floods in the mountainous areas and foothills and river flooding on the plains. The northern sections (the dry zone) often receive less than 1,000 mm of rain annually, leading to widespread drought and food shortages, and making irrigation agriculture necessary. The country experienced inadequate rainfall in the key water catchment areas during the first six months of 2001, creating difficulties for some drought-affected communities in the pre-monsoon season when water levels are at their lowest and rain fed agriculture systems fail.

The capacity of people to cope with emergencies is reinforced by a well-developed community spirit that gives rise to communal action and concerted effort. However, there is a definite danger that traditional skills for coping with disasters will be forgotten as rural life comes under increased central control.

## **National society priorities**

The Sri Lanka Red Cross society (SLRCS) has a five-year Development Plan that confirms the leadership's strong commitment to organizational development. The society has actively attempted to follow up the Hanoi Declaration's sub-regional agendas for institutional and programme development. In this regard it has introduced improvements in the following areas: programmes responding to new and emerging diseases; disaster response and preparedness, including wider publicity for disaster work; development of public relations; strengthening of financial management; establishment of some resource development plans; and formulating good and effective governance, management, and human resource development programmes.

National society staff and volunteers are increasingly participating in regional and national training events and have contributed actively to knowledge sharing and the development of sub-regional networks covering matters such as constitutional reviews; human resource development (HRD); health programming; and disaster preparedness.

Due to the circumstances prevailing in the country, the society also works closely with and receives support from the ICRC, especially in areas of civil unrest. This support covers organizational development for branches in the conflict affected districts (in an integrated manner with the wider OD programmes for all branches), first aid, training, medical and ambulance services, tracing, information and dissemination.

In 2001, the society invested considerable human and financial resources in revising its constitution to meet the Federation's good practice standards for national society statutes and governance and management. The Joint ICRC/Federation Commission approved the proposed amendments and the society's General Assembly adopted the new constitution in October 2001 -- a move that should help the SLRCS to relaunch itself by maximizing governance and management participation.

Despite its internal concerns, the SLRCS is committed to the follow-up of the Hanoi regional conference and plans to focus in the coming years on:

- Institutional development and capacity building, including finance management development
- Resource development
- community based disaster preparedness
- community health promotion and training.

## **Priority programmes for Federation assistance**

Under the Seville Agreement, because of the continuing conflict in Sri Lanka, the lead agency role in the country is taken by the ICRC. The Federation, however, continues to play its lead role in organizational development, and in supporting the development of effective health and care programmes; in disaster preparedness, with community based approaches; in response to natural disasters; and, finally, in the promotion of humanitarian values, inspiring people to change their behavior in favor of peace and reconciliation as a result of a more effective understanding of the Red Cross Red Crescent Movement's role and Fundamental Principles.

The main objectives of Federation assistance in Sri Lanka are:

- To strengthen disaster preparedness and emergency response mechanisms.
- To conduct management training and organizational development activities with SLRCS staff and volunteers at headquarters and in district branches.
- To support the development of community based approaches to health education programmes.
- To continue to strengthen the internal financial planning and management competencies of all staff and key volunteers.
- To help the society develop a clear and sustainable approach to resource development in order to meet future programme and core structure expansion needs.
- To review and revise as necessary the interpretation of the Seville Agreement in Sri Lanka, and to finalize a tripartite agreement, based on the clear roles of each of the three components, thus incorporating the ICRC's contribution to OD into an ongoing process of overall development.
- To develop and apply confidence-building and image-building measures through improved public relations.

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# 1. Disaster preparedness

## Background and achievements/lessons to date

The overall aim of the programme is to enable the national society to develop disaster preparedness (DP) plans and human and material resources in strategic locations at national, district and community levels. The society performed well in a cyclone relief operation in early 2001, when previously trained DP volunteers of the branches in the affected districts were highly commended by government, affected communities and the media for their state of preparedness and management of relief logistics. The volunteers distributed non-food relief items from their DP warehouses, and worked with ICRC to complete assessments of the most vulnerable and distribute non-food relief items to conflict-affected areas.

The society also won approval for its response to other natural disasters in late 2000, namely flash flooding, and dengue and malaria fever control in particular. As a result the Ministry of Social services invited the society to participate in meetings to co-ordinate relief assistance for a number of disasters in 2001. In July 2001 the Ministry again requested the society to supplement the government's efforts to provide relief to drought-affected communities in the south. In early 2001 a "lessons learned" exercise facilitated by the Federation's regional DP delegate further led to a more streamlined approach to DP and disaster response programme planning.

The regional DP delegate also suggested an eight point plan of action to further strengthen the Society's DP and response capacity, it includes continuing and enhancing the DP training programme for volunteers in disaster-prone districts; developing a disaster response plan; establishing a better tendering process with named companies; developing stronger linkages with other NGOs with DP capacities; and sharing lessons learned with other agencies (governmental and non-governmental).

As a result of experience from the cyclone relief operation, the Spanish Red Cross, with the agreement of the SLRCS submitted a proposal to ECHO to support initially a one year DP programme (but potentially a 3 year programme) in 8 most flood-prone districts (6 in the non-conflict and 2 in the conflict affected areas) which in total cover 37.8 per cent of the country's population, or 7,098,000 people. This proposal also contains plans for a seven-member national DP committee to review the programme against clear indicators, as well as to appoint a National director and a National co-ordinator of DP in the society's headquarters to give the overall programme strategic management capacity. The programme will aim to equip 8 warehouses with stocks to meet the needs of 250 families at any time.

The overall disaster preparedness programme will further explore the definition of "Conflict Preparedness" through the development of a programme in areas where communities are exposed to the risks of increasing tension, bomb blasts and conflict in their lives. The integration of this component into disaster preparedness will be supported through integrated budgeting with ICRC.

Against the above background, the society has developed an extended DP programme to support continued DP capacity building in non-flood affected districts (8 per year) for 2002 and 2003 through this Federation Appeal. It will build upon achievements resulting from a three-year partnership with DFID (British government development aid) which focused during 2000 and 2001 on training volunteers in DP and vulnerability and capacity analysis (VCA). The programme will address the technical recommendations of the regional DP delegate, including the need for the society to network and work more collaboratively with other external actors in DP throughout the country. One drought-affected district has also been prioritized for DP programmes. The drought programme aims to establish sustainable community-based mitigation programmes to restore water harvesting structures and, as a secondary impact, agricultural livelihoods.

**Goal** To establish an efficient SLRCS Disaster Preparedness Programme by 2003 which builds the community's capacities to cope with disasters, and assures preparatory measures that provide prompt relief

assistance to the most vulnerable members of the population, thus enabling SLRCS to fulfill the role assigned to it by the Government.

## **Objectives and activities**

**Objective 1** To improve the disaster preparedness (DP) programme of the society.

Activities to achieve objective 1:

- Recruit and train volunteer and staff teams in 8 prioritized districts per year to further train communities in preparedness and coping strategies.
- Conduct community-based hazard mapping in 8 prioritized districts per year.
- Conduct one national community-based DP refresher training for previously trained volunteers per year.
- Conduct community-based DP training in 8 most hazard prone areas per year.
- Conduct training in logistics procurement and distribution for 60 volunteers in each of the 8 most hazard prone districts, in order to speed up relief operations in times of disaster.

**Objective 2** To organize one liaison meeting per year with other key institutions (government, ECHO, other NGOs) to improve definitions of roles, as well as collaborative planning and programme implementation.

Activities to achieve objective 2:

- Hold one liaison meeting per year and invite all other national-level DP-related institutions.
- Take advantage of the regional DP delegate's attendance to continue learning from other regional national society approaches to DP and successful programme models, and to share Sri Lanka's experience with others.

**Objective 3** To initiate a drought mitigation programme in one severely drought-affected district.

Activities to achieve objective 3:

- Identify potential drought mitigation activities in consultation with the branch and local communities by conducting a vulnerability and capacity analysis.
- Conduct a learning exercise based on the society's 2001 drought relief programme.
- Train volunteer teams in community-based well renovation and water harvesting projects and support targeted interventions involving the community in the most vulnerable areas identified by the VCA.

## **Expected results by 2003**

Objective 1:

- Eight DP teams of volunteers and staff will be trained and operational in 8 most disaster prone districts. Each team of 60 members will be familiar with the hazard profile of their district and the needs for well managed relief, and aware of the types of disaster prevalent in each district.
- Hazard mapping with community involvement will have been collated into a SLRCS national disaster preparedness and response plan, designed to manage responses and logistics better.
- Refresher training will have been given to community-based disaster preparedness trainers. The training will contain specific components on conflict preparedness as a result of an ICRC supported programme to develop this capacity in branches in conflict sensitive areas.
- Eight workshops on integrated CBDP, with health promotion, first aid and conflict preparedness modules, will have been conducted for 900 participants at community level. Communities will have developed a more locally sustainable set of skills to improve their coping mechanisms in disasters.
- A total of 480 volunteers in the 8 most hazard prone districts will have been trained in logistics so that emergency relief assistance reaches communities in a more timely way.

Objective 2:

- A national level meeting with officials and counterparts in key government ministries, other NGOs (national and international), and external institutions such as UN agencies will have enabled the society to

identify a clear role for itself in DP, and to have positioned itself as a leading advocate of sustainable community-based approaches to DP.

- The society will be able to learn from other national societies in South Asia and to improve the conceptual and practical aspects of DP programming through this knowledge sharing initiative.

### Objective 3

- A VCA will have enabled one selected branch and its drought-affected communities to develop a coping strategy and drought mitigation programme incorporating community perspectives.
- A learning exercise on the Society's 2001 drought relief programme, facilitated by the Federation's regional DP delegate, will have identified potential improvements and a longer term drought mitigation strategy to support communities facing recurring drought and natural resource management issues.
- The volunteer teams co-ordinating water harvesting projects will have worked in a co-operative manner with local communities and transferred skills to them to enable interventions to be self-sustaining in the longer term. Advocacy with government and other humanitarian and NGO actors will have increased the resources being made available for longer term drought mitigation schemes.

## Indicators

### Objective 1:

- 480 volunteers trained in CDBP and logistics each year; hazard maps existing in 8 districts per year; 35 trained CDBP volunteers will have trained 800 volunteers at community level per year; the involvement of disaster affected communities in participatory processes of hazard mapping, review and evaluation of the community based aspects of the programme at regular annual intervals.

### Objective 2:

- A liaison meeting will have led to joint planning with approximately 35 external DP counterparts in government, NGOs and UN; amount of joint collaboration with other NGOs/CBOs and the avoidance of duplicated programmes and activities. 35 key DP volunteers and staff will also have learned from other regional DP programmes in South Asia.

### Objective 3:

- Communities vulnerable to drought will have clearer plans for mitigation projects and involvement in their planning and implementation; lessons learned from the 2001 drought relief operation will be practically implemented; communities will experience more locally sustainable coping mechanisms, outward migration will decrease and water resources will increase.

## Critical assumptions

- The national society and its leadership maintain current levels of expertise and commitment to change as a foundation for implementing the significant changes mentioned above.
- This programme receives sufficient financial and technical support through the network of the Federation and its regional delegation.
- The programme is well integrated with the Spanish Red Cross/ECHO DP programme and with the ICRC supported programme on conflict preparedness so that branches develop an integrated capacity to deal with conflict related emergencies as part of the wider disaster preparedness programme.
- The planned development work is not hampered or stalled by major relief operations.
- The political environment in the country remains conducive to the national society's humanitarian work
- SLRCS district branches are sincere about their commitment to this programme and provide their full support to its implementation.

## Monitoring and evaluation

The monitoring of the programme will be carried out in the following ways:

- Regular quarterly reports to the South Asia regional delegation (SARD), the Federation Secretariat and supporting agencies. These reports will be prepared by the Sri Lanka Red Cross.
- Visits by SARD technical delegates (for organizational development and disaster preparedness) on a regular basis and at agreed intervals to provide guidance, technical support, and advice as and where necessary.
- Follow-up will be ensured through visits by representatives of supporting agencies at agreed intervals.

The evaluation of this programme will be carried out in the following ways:

- Analysis of the regular progress reports.
- A mid-term review involving the disaster affected communities, SLRCS staff/volunteers, SARD technical delegates/staff, ICRC colleagues and representatives of supporting agencies.
- An end evaluation involving SLRCS staff/volunteers, SARD technical delegates/staff, representatives of supporting agencies, and if necessary external technical experts.

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## 2. Health and care

### Background and achievements/lessons to date

for the past two years The Canadian Red Cross, with ICRC technical assistance, has been supporting a SLRCS programme of developing and running 26 Primary health care centres and 5 Mobile health clinics in the conflict-affected areas of the country. These services co-ordinated through the national headquarters include first aid services, Ambulance Service, Blood Donation, and Medical and Dental clinics.

Given its past track record of implementing community health activities, the society has the capacity to learn from the important preventive and curative community-based health programmes in the conflict and non-conflict areas and to use this learning to scale up its overall health programmes and health management capacity by reviewing, restructuring and reorganizing its existing material and human resources.

The SLRCS have actively engaged in planning with the Canadian Red Cross through the Federation for a community based health and Care in the community programme, and an agreement has been reached to support an initial pilot programme in one district in 2001 and 2002, together with a strengthened health management capacity at National headquarters level with the appointment of two national posts, a health director and health co-ordinator. This programme helps the society to deliver its vision of training community based health workers, and supporting effective and unique public health education and disease prevention programmes.

The Federation's regional health delegate visited the SLRCS in May 2001 to help the society develop criteria for establishing a health management structure; to undertake an inventory of the Society's existing profile of health programmes; to visit some health programme activities to gain a first hand understanding of existing priorities; and to discuss the linkages between the SLRCS health programme and those of the other national societies in the region. One outcome was that SLRCS hosted the first ever regional health forum for national society health managers from all six national societies in South Asia in July 2001.

The regional health delegate also assisted the SLRCS in drawing up the criteria for selecting a pilot district for the community health programme: the criteria include the need for information on clearly identifiable health needs, an existing and well-functioning primary health care and mother and child health centre, referral facilities to other health infrastructures in the vicinity. Another key factor is the existence of a branch which has an established volunteer base and good profile with proven capacity to manage and report on a programme, and the likelihood of being able to appoint a well qualified local branch health officer.

The inventory of health programmes carried out by SLRCS showed a core component of the SLRCS community health programme to be HIV/AIDS awareness raising activities. SLRCS participated as an observer in the Asia regional Task Force (ART) meeting in Bangkok in April 2001 and has signaled interest in taking an active role in the inaugural meeting of the South Asia regional Task Force on HIV/AIDS in March 2002. At present this remains an unfunded part of ongoing SLRCS health activities, but is intended to be a major programme if funds allow.

The SLRCS's first aid training programme continues to have high credibility and has trained 506 male and 464 female employees of external agencies such as NGOs, governmental institutions, and private firms between January and June 2001; 296,725 Sri Lankan Rupees (CHF 5,934) have been raised by this programme in its first 6 months.

The programme will be implemented at community level with the participation of the community, using Red Cross volunteers as catalysts, trainers, educators, motivators and social mobilizers. Through education and training the community will learn about four health components:

- HIV/AIDS education.

- Reproductive health.
- Primary health care.
- First aid.

The society's branch network will implement the project across the country over two years, directed by national headquarters. Paid officers will be used at headquarters and trained volunteers at district level.

**Goal** To promote preventive health care to the vulnerable and to provide health services where appropriate to the most vulnerable through a consolidated and strategically managed health programme.

## **Objectives and activities**

**Objective 1** Strengthen the society's overall health management capacity.

Activities to achieve objective 1:

- Support a national director and a national co-ordinator of community health services at national headquarters, and a district health officer in the first pilot district in 2002 and 2003.
- Recruit and deploy 10 community health volunteers in the districts prioritized for health promotion activities following an external health vulnerability analysis.
- Provide the pilot district health officer with a motorcycle.

**Objective 2** Recruit and train community health volunteers to increase public awareness of communicable diseases, and of preventive and curative activities in the fields of first aid, HIV/AIDS, reproductive health, family planning, and primary health care.

Activities to achieve objective 2:

- Train the 10 community health volunteers to undertake community-based health promotion and awareness training programmes in the 10 prioritized districts.
- Provide travel and subsistence costs to enable the community health volunteers to undertake 12 training courses each (one per month).
- Produce health education materials in three languages for the community health volunteer training sessions at community level.

**Objective 3** Expand the existing reproductive and child health care programmes.

Activities to achieve objective 3:

- Undertake community based training of community members, volunteers and youth peer educators and thereafter conduct public awareness drives using standardized health education modules and training materials in 3 languages (120 training events in 2001, and 600 in 2003, if the programme is expanded to cover 5 districts in all by then).

**Objective 4** Renovate primary health care physical infrastructure and facilities in vulnerable priority areas.

Activities to achieve objective 4:

- Renovate and equip 1 primary health care centre (in a priority pilot district) in 2002, and 4 in 2003 (if the programme is expanded).
- Provide health education materials, leaflets and posters for each primary health care centre.

**Objective 5** Develop an active HIV/AIDS awareness programme.

Activities to achieve objective 5:

- Analyze the programmes of government and other NGOs on HIV/AIDS education to avoid duplication and to identify the added value role of SLRCS.
- Assess vulnerable groups at community level in partnership with communities, individuals and other actors.

- Conduct training to sensitize branch leaders on the HIV/AIDS programme and prevention activities.
- Prepare and distribute health education materials on HIV/AIDS in 3 languages.

### **Expected results by end of 2003**

#### Objective 1:

- The SLRCS will have strengthened its health management capacity and defined a clear positioning through Memorandums of Understanding and other mechanisms addressing other government and voluntary organizations' health services.
- Through the direction given by the director and the national co-ordinator of the community health services unit at headquarters and the district health officer, the society will better co-ordinate projects on HIV/AIDS, first aid, primary health care (PHC) and reproductive health throughout the country.
- The society will have common quality standards in health service provision, and will thus be better able to interface and dialogue on health-related issues with the government, international and national NGOs and UN organizations at both national and district levels.

#### Objective 2:

- There will be 10 well-trained community health volunteers to co-ordinate community based HIV/AIDS, reproductive health, PHC and first aid awareness programmes.
- Regular training and interaction with vulnerable communities will have measurably improved their own management of health environments and standards on a more self-sustaining basis, through health education programmes for all age groups.

#### Objective 3:

- Ten well-trained community health volunteers per prioritized district will have educated the community on PHC, first aid, HIV/AIDS and reproductive health, using standardized and high quality health education materials translated into 3 languages.

#### Objective 4:

- There will be one fully-equipped PHC centre by the end of 2002 to provide information for the general public, the community, community-based organizations and clients who attend PHC centres regularly, and 5 by the end of 2003 if the programme is expanded.
- The government health authorities will increase the clinics already being held in the Society's existing centres on maternity and child health, family planning, immunization and nutrition, and health indicators and benchmarks will measure overall improvement in the health status of the communities served by the programme.

#### Objective 5:

- SLRCS will have identified a clear niche for its HIV/AIDS awareness programme in the context of the work of government and other organizations.
- branch leaders will have been sensitized and will be encouraged to develop branch level, and sustainable HIV/AIDS awareness programmes, integrated into all existing programmes, thus multiplying the effective use of SLRCS members and volunteers as motivators and peer educators in their communities.
- High quality and standardized community level publicity materials will have been developed and distributed, in 3 languages, drawing on successful materials from other national societies and local organizations.

### **Indicators**

#### Objective 1:

- Establishment of a community health services unit; retention of high quality health managers at national and district levels; clear health programme strategy for the national society; increased networking and agreements with other community health institutions (government and non-governmental) on health-related matters such as HIV/AIDS, PHC, first aid, family planning, etc.

#### Objective 2:

- Creation of a set of training modules at headquarters to provide training on HIV/AIDS, PHC, first aid and reproductive health in three languages; numbers of training events held and qualitative feedback on improvements made after each course by participants.

#### Objective 3:

- Provision to districts of all necessary training, information and education materials in 3 languages; numbers of community based training events held by each volunteer; testing of volunteers training skills; feedback from community participants on quality of training and modifications made; numbers of educational programmes by 10 community health volunteers for schools, community-based organizations and the general public on HIV/AIDS, PHC, reproductive health and first aid.

#### Objective 4:

- 1 PHC centre fully equipped as an educational and information centre on PHC, HIV/AIDS, first aid and reproductive health by the end of 2002, and 5 by the end of 2003.

#### Objective 5:

- SLRCS policy on HIV/AIDS awareness programme developed, with implementation and training plan; documented interface on strategy discussions with government and other relevant NGOs.
- Branch leaders leading active programmes at district and divisional levels to recruit peer educators and integrate HIV/AIDS education into all other branch activities.
- HIV/AIDS awareness materials in 3 languages in popular demand in high risk communities and groups and readily available at all SLRCS outlets and offices.

### **Critical assumptions**

- Availability of resources to carry out this project for the full 2 year period.
- The national society is able to retain suitably qualified senior staff at the national and district levels to add strategic and technical skills to the existing health capacity in the society.
- The society reshapes its long-term sustainability plans to absorb the extra personnel into its infrastructure over a number of years, and addresses this in its forward resource mobilization plans at both national and branch levels.

### **Monitoring and evaluation**

The monitoring of the programme will be carried out in the following ways:

- The director of community health services will monitor the overall SLRCS health programme and co-ordinate regular reporting to donors. To assist this process regular visits will be scheduled by the Canadian Red Cross community health advisor and the Federation's regional health delegate to provide support and guidance and make available learning from other societies' experiences in health programming.
- The national co-ordinator for community health services will monitor the district community health officers.
- The district branches will also monitor the activities of their 10 community health volunteers and the quality of their training.
- District branches will also monitor the activities of their 10 community health volunteers.
- Progress review meetings will be held each month at headquarters for district community health officers, conducted by the national co-ordinator.
- Progress will also be reviewed at monthly district committee meetings conducted by the district branch committee.
- Progress reports will be sent by each community health volunteer on a monthly basis to the district community health officer who will submit monthly progress reports to the national co-ordinator for community health services.
- The district community health officer will visit the field and evaluate the activities of the 10 community health volunteers under them.

The evaluation of this programme will be carried out in the following ways:

- The national co-ordinator for community health services will evaluate the work at district level, which will include a participatory evaluation process with the communities benefiting from the programme.
- A mid-term evaluation, which will recommend whether the success criteria for scaling up have been achieved, will take place in November 2002; an annual evaluation and project evaluation at the end of the second year will be carried out by the national society health management team, Canadian Red Cross community health advisor, and the regional Federation health delegate.

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## 3. Humanitarian values

### Background and achievements/lessons to date

Careful joint planning exercises take place between the Federation and ICRC Delegations and the national society in country to co-ordinate the overall approach to promotion of the Fundamental Principles and Humanitarian values in the country. The budget and activities outlined in this Federation Appeal document reflect only those activities being funded by the Federation in support of the society's overall programme.

Although this programme remained unfunded in 2001, the SLRCS Information Unit saw World Red Cross Day as an occasion for disseminating the Principles of the Red Cross Movement and of IHL. A National Painting Competition organized by the National Secretariat was promoted with free publicity from the State-run Media Institute. Topics defined by the SLRCS included the Red Cross Principles, the Emblem and its significance. Out of 200 paintings and posters received from 24 Red Cross branches, 6 National winners were selected and awarded prizes at a National Awards Ceremony and Exhibition on 14 July, attended by representatives of international and national media and NGOs, foreign diplomatic missions, donors, Red Cross board of governors and volunteers.

A full page advertisement was published in three national newspapers *Lankadeepa*, *Thinakural*, and *The Island* in three national languages on 8 May. A media tour for 10 media personnel from 10 different media institutions was organized for the purpose of awareness raising among the media and general public about Red Cross volunteer activities at branch level. A visit to Matale district Red Cross branch for media personnel also brought forth wide publicity to the volunteer activities in general.

**Goal** To create a strong understanding of the Red Cross and Red Crescent Movement and its Principles and thereby to create further understanding and change in the behaviour of key constituencies in the government, other NGOs and organizations, and the public, and a recognition of the Society's independence and neutrality in carrying out its humanitarian work.

### Objectives and activities

**Objective 1** To develop a communications strategy and a regular flow of materials to inform the public and authorities of SLRCS's mandate and activities.

Activities to achieve objective 1:

- Disseminate information on the Movement to other NGOs/CBOs and organizations and hold three orientation/training briefings for 15 NGOs/agencies per event.

**Objective 2** To increase awareness in the social services ministry and among other relevant government authorities about SLRCS's activities and the Movement's Fundamental Principles.

Activities to achieve objective 2:

- Produce dissemination materials linking SLRCS's activities to the Fundamental Principles for the 18 non-conflict-affected districts, in co-ordination with ICRC.
- Establish a committee of 30 persons to co-ordinate dialogue and dissemination with government bodies.
- Produce and distribute a video to increase understanding of SLRCS's work in external institutions.

**Objective 3** To improve internal orientation on the Fundamental Principles and humanitarian values among staff and volunteers through a more regular internal communications flow.

Activities to achieve objective 3:

- Increase orientation training for all members and volunteers in 18 branches on IHL and Movement's role, in co-ordination with ICRC.
- Produce a one page insert in newspapers in 3 languages on World Red Cross Day each year and also on the launch of the World Disasters Report, to increase public understanding of the role of SLRCS in humanitarian work.

## **Expected results**

### Objective 1:

- Three national-level orientation workshops, each for 15 NGOs (national and international) will have been held during 2002, and another 3 during 2003, resulting in greater networking and role clarity between SLRCS and other humanitarian agencies, and increased collaborative efforts in relief and development programmes.

### Objective 2:

- Publicity and information materials covering the Movement's Principles and SLRCS's roles will have been produced in printed and audio-visual form in 3 languages and distributed to the public, NGOs, media, and key government ministries in a planned and phased strategy. Given the targeting of newspapers with the highest readership in the country, target audiences will ensure increased trust and credibility for the society and more volunteer and funding support.
- A subcommittee will have begun a dialogue with central government ministries on how to increase the impact of SLRCS's overall dissemination strategy, in conjunction with ICRC and the Federation. The government will give clearer mandates to the society in development and relief work.

### Objective 3:

- One orientation programme on the Fundamental Principles and the role of the Movement and SLRCS will have been conducted in each district branch each year to provide orientation to existing and new members.
- SLRCS will enjoy a high profile on World Red Cross Red Crescent Day and World Disasters Report launch day each year, bringing increased enquiries from public about membership and volunteering.

## **Indicators**

### Objective 1:

- Number of national and district-level orientation workshops conducted; numbers of participants; and changes in behaviour of participating agencies in increasing collaboration with SLRCS concerning its specific humanitarian mandate; new MOUs and agreements in place with other institutions.

### Objective 2:

- Production and use of written and audio-visual publicity materials in 3 languages; level of utilization (number of copies ordered).
- The existence of a national subcommittee and the number of positive interactions and follow-up plans agreed with government.

### Objective 3:

- An integrated approach and planning between ICRC, Federation and the national society, to ensure that planning and monitoring of activities remains co-ordinated, particularly through the work of the SLRCS dissemination committee, which is already active at national consolidation level.
- Numbers of branch members and volunteers trained and deployed in specific activity plans as peer educators.
- Presence of newspaper advertisements on the days scheduled and numbers of enquiries about volunteering, membership, and donations from the public and business sectors.

## **Critical assumptions**

- The national society continues to clarify with government bodies its key mandates and roles as an auxiliary to government in key areas of activity.
- This programme receives sufficient financial and technical support through the network of the Federation and its country delegation.
- The programme is well integrated with the ICRC supported programme on dissemination, so that branches develop an integrated capacity to deal with the overall dissemination and promotion of the Fundamental Principles programme.
- The planned development work is not hampered or stalled by major relief operations.
- The political environment in the country remains conducive to the national society's humanitarian work.
- SLRCS district branches are committed to this programme and provide their full support to its implementation.

## **Monitoring and evaluation**

The monitoring of the programme will be undertaken in the following ways:

- Regular quarterly reports will be prepared by the Sri Lanka Red Cross.
- Regular joint planning and evaluation meetings with ICRC in country.
- Visits by SARD technical delegates and/or staff (institutional development and information development) on a regular basis and at agreed intervals to provide guidance, technical support, and advice as and where necessary.
- In addition, follow-up will be ensured through visits by representatives of supporting agencies at agreed intervals.

An evaluation process will be established by means of:

- Annual analysis of the regular progress reports.
- A mid-term review after one year, involving SLRCS staff/volunteers, SARD technical delegates/staff, ICRC colleagues and representatives of supporting agencies.
- An evaluation after two years, involving SLRCS staff/volunteers, SARD technical delegates/staff, representatives of supporting agencies, and if necessary external technical experts.

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## 4. Organizational development

### Background and achievements/lessons to date

The society worked intensively between January and August 2001 to revise its Constitution. A new draft Constitution, meeting all the minimum standards of the Federation's "Guidance for national society Statutes" was approved by the Joint Federation/ICRC Commission for national society statutes in August and adopted by the society's general assembly later in the year. Intensive training of staff, volunteers, and branch personnel in the separation of governance and management will follow, and a fresh impetus to membership recruitment and branch development programmes is hoped for.

Branch development officers underwent a self-reflection and learning exercise on how their roles could help to further strengthen overall headquarters and branch co-ordination within the society. Funds from the Federation secretariat's Capacity Building Fund helped consolidate the branch development programme in 2001, with 11 branch development officers being placed in branches, to implement immediate programme development priorities in the areas of DP and health.

A national level three day workshop was scheduled to be held in the second half of 2001 to revise the society's overall approach to HRD issues concerning both staff and volunteers. These include employee capacity building; recruitment processes (including competency based approaches, tests, and recruitment panel training); and performance analysis.

Planning was underway for a three day local resource mobilization workshop in December 2001, to help the society review and learn from its public and corporate sector fund-raising efforts, and to plan more effective strategies to further diversify sources of local income at both branch and headquarters level.

SLRCS hosted a structured learning tour by the Afghanistan Red Crescent society to share learning on SLRCS's branch development, membership, and resource mobilization programmes, as well as the experience gained in revising the society's constitution. This demonstrates SLRCS's ability to share positive results with other national society in the region as a result of its commitment to its institutional growth.

The Federation programme will include some salary support, and organizational support to branches for their continued development and programme co-ordination, and support to the society's Finance Department, Information Unit, and Youth Wings.

**Goal** To achieve a well-managed society that maximizes the use of its human resources and the efficiency of its services through strong leadership and a committed and active membership.

### Objectives and activities

**Objective 1** To train members, governance and management in their roles, as set out in the new constitution.

Activities to achieve objective 1:

- Conduct one workshop in 2002 for the new national governance members and four workshops for branch officials, governance, and all staff, to enable them to understand their roles and how to implement them as per the provisions of the new constitution.

**Objective 2** To develop and implement a comprehensive human resource development strategy for staff and volunteers.

Activities to achieve objective 2:

- Recruit an assistant HRD director, to co-ordinate the continued development of a comprehensive HRD strategy, manual and training plan for the society.
- Revise the HRD manual for volunteers, staff and members and print copies in 3 languages.
- Conduct 3 training workshops per year to build management and professional skills in the areas of
  - (i) project management and budgeting;
  - (ii) volunteer recruitment, training, development and management
  - (iii) personnel management, for staff from branches and headquarters.

**Objective 3** To adopt a volunteer policy to improve the diversity profile, recruitment, training and retention of volunteers.

Activities to achieve objective 3:

- Conduct an audit of volunteers at all levels of the society.
- Compile a computerized national database at headquarters of volunteers' skills, interests, and experience.
- Produce and publish 100 copies of "Volunteer Recruitment and Development Guidelines" in 3 languages.

**Objective 4** To develop leadership and strategic management skills to meet the challenges of strategic management.

Activities to achieve objective 4:

- Conduct one strategic management development training programme per year for 10 senior members of the national management team of directors.

**Objective 5** To strengthen the branch development programme in time bound sustainability plans.

Activities to achieve objective 5:

- Support 25 branch executive officers (one per branch) as provided for in the new constitution, to be locally funded after 3 years.
- Provide basic equipment to branches to facilitate a conducive working environment.
- Support the salary costs of a national branch development co-ordinator at headquarters who will co-ordinate the overall programme and capacity building of the branch executives.

### **Expected results by end of 2002/03**

Objective 1:

- A trained new board of governors will work more strategically with the senior management on mutually supportive policy and implementation roles and areas of accountability, resulting in clearer management reporting and implementation processes.

Objective 2:

- An assistant director of development will bring new personnel and HRD skills to the society; as a result, all staff, managers and volunteers will be informed about clear recruitment, performance appraisal and monitoring systems, and personal development plans.
- Key documents will have been translated into 3 languages and distributed in sufficient numbers to all branches.
- Professional skills in project management, budgeting, volunteer recruitment and management, and personnel management will lead to a more motivated workforce, where skills are matched to roles and training is given as a result of a clear needs analysis process.

Objective 3:

- Volunteers' skills and availability will have been identified, including those from the "professional" sectors; this data will be kept in a national database of volunteers which will have helped the society place volunteers more actively in existing programmes, drawing on specific and appropriate skills and availability, so helping to improve the society's profile and outreach activities.

- Guidelines will be used by all branch and headquarters managers to recruit a greater diversity of relevant volunteers to improve the efficiency of the society's work.

#### Objective 4:

- The national Directors' Team at headquarters will have demonstrated more strategic decision making and developed linkages between the society's internal strengths and its external positioning (e.g. increased public fund-raising and volunteer mobilization, leading to more programmes with greater impact).

#### Objective 5:

- Branches will have qualitatively improved membership and volunteering systems and produced more effective programmes.
- Branch executives will be motivated to increase the effectiveness of local resource generation of the branches.
- The national branch development programme will have contributed to increasing the society's human and financial resources in a planned and managed way.

### Indicators

- The number and the kind of training workshops undertaken.
- The number and the type of participants trained.
- The number, nature and venue of exchange visits, the number of participating staff and the implementation of their conclusions for the improvement of the society's programmes.
- The number and kind of documents translated and the impact of more widely observed common guidelines on volunteer and staff management.
- Evaluation of utilization of the above documents, based on references and number of reprints.
- Level of salary support to specified posts and a planned and phased business plan, linking objectives of increased income for the society to a gradual phasing out of salary funding by the end of 2004.
- Number and type of office support and the level of the society's maintenance capability.
- The number and kind of increased membership; the active participation of new members and volunteers in the society's overall programmes.
- The renewed, positive positioning of the society in the media, with specific audiences in mind (e.g. the corporate sector, media journalists, professional constituencies, the national and international donor community).
- The quantity and diversity of sources of new funds raised by the society as a result of its policy to broaden the base of understanding of its work.
- The development of new strategic long term partnerships with other local and international organizations with common humanitarian goals.

### Critical assumptions

- The national society and its leadership maintain their current level of expertise and commitment to change in order to implement the above significant changes and advanced skill training.
- This programme receives sufficient financial and technical support through the network of the Federation and its regional delegation.
- The planned development work is not hampered or stalled by major relief operations.
- The political environment in the country remains conducive to the national society's humanitarian work.

### Monitoring and evaluation

The monitoring of the programme will be undertaken in the following ways:

- Regular quarterly reports to the SARD, the Federation Secretariat and to supporting agencies. These reports will be prepared by the Sri Lanka Red Cross.

- Visits by SARD technical delegates and/or staff (finance, information, and institutional development) on a regular basis and at agreed intervals to provide guidance, technical support, and advice as and when necessary.
- In addition, follow-up will be ensured through visits by representatives of supporting agencies at agreed intervals.
- At SLRCS level, appointments to new key national director, assistant director, and national co-ordinator posts will provide the focus for improved internal monitoring at senior management level.
- The programmes have inbuilt criteria for regular monitoring and evaluation of progress by members, staff and volunteers, through the use of discussion fora, training workshops, and in the case of the Youth programme federated youth organizational units, to monitor, learn and improve programmes as a result of grass roots participation in the process.

An evaluation process will be established by means of:

- Analysis of the regular progress reports.
- Analysis of regular monthly financial reports.
- A mid-term review of each programme after one year, involving SLRCS staff and volunteers, SARD technical delegates and staff, and representatives of supporting agencies who will be encouraged to join such processes.
- An evaluation process at the end of a 2 year phase of each programme, involving SLRCS staff/volunteers, SARD technical delegates/staff, representatives of supporting agencies, and if necessary external technical experts.

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<b>PROGRAMME BUDGETS - 2002</b>								
Delegation Sri Lanka								
<b>PROGRAMME</b>	<b>Disaster Resp</b>	<b>Disaster Prep</b>	<b>Health &amp; Care</b>	<b>Human. Values</b>	<b>IDRD</b>	<b>Reg. Co-operation</b>	<b>Co-ord. &amp; Mgmt</b>	<b>TOTAL</b>
Shelter & Construction	0	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	0	0	0	0	0	0	0
Teaching Materials	0	0	0	0	0	0	0	0
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
<b>Subtotal Supplies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	1'939	0	19'391	0	0	21'330
Computer & Telecom	0	0	0	0	37'231	0	0	37'231
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	2'000	0	7'272	0	0	9'272
<b>Subtotal Capital</b>	<b>0</b>	<b>0</b>	<b>3'939</b>	<b>0</b>	<b>63'894</b>	<b>0</b>	<b>0</b>	<b>67'833</b>
Programme Management	0	5'899	6'693	3'857	27'530	0	0	43'978
Technical Services	0	1'766	2'004	1'154	8'241	0	0	13'165
Professional Services	0	1'958	2'222	1'280	9'139	0	0	14'599
<b>Subtotal Programme Support</b>	<b>0</b>	<b>9'623</b>	<b>10'918</b>	<b>6'291</b>	<b>44'910</b>	<b>0</b>	<b>0</b>	<b>71'742</b>
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	0	0	0	0	0	0	0	0
<b>Subtotal Transport &amp; Storage</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Delegates & Expatriates	0	1'357	1'357	1'357	1'357	0	0	5'428
National Societies and Local Staff	0	0	27'743	0	141'923	0	0	169'666
<b>Subtotal Personnel</b>	<b>0</b>	<b>1'357</b>	<b>29'100</b>	<b>1'357</b>	<b>143'280</b>	<b>0</b>	<b>0</b>	<b>175'094</b>
Travel & Related Expenses	0	10'083	8'920	1'939	8'919	0	0	29'861
Information	0	0	17'936	33'935	31'026	0	0	82'897
Consultants	0	9'696	5'430	0	388	0	0	15'514
General Expenses	0	0	4'787	0	4'654	0	0	9'441
Training Workshops & Seminars	0	56'719	18'228	13'671	111'199	0	0	199'817
Security	0	0	0	0	0	0	0	0
<b>Subtotal Training, Information &amp; General</b>	<b>0</b>	<b>76'498</b>	<b>55'301</b>	<b>49'545</b>	<b>156'186</b>	<b>0</b>	<b>0</b>	<b>337'530</b>
<b>TOTAL BUDGET</b>	<b>0</b>	<b>87'478</b>	<b>99'258</b>	<b>57'193</b>	<b>408'270</b>	<b>0</b>	<b>0</b>	<b>652'199</b>