

Appeal 2004



SRI LANKA

Appeal no. 01.60/2004

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This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

Programme title	2004 in CHF
Strengthening the National Society	
Health and Care	392,116
Disaster Management	202,465
Humanitarian Values	27,160
Organisational Development	357,448
Total	979,189¹

¹ USD 734,392 or EUR 626,681

National Context

Sri Lanka has a population of nearly 20 million, of whom about 80 per cent live in rural areas. About 74 per cent are of Sinhalese descent, with Sri Lankan Tamils and Indian Tamils forming together the largest minority groups 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 of Sri Lanka (GoSL) and the Liberation Tigers of Tamil Eelam (LTTE) has caused over 60,000 deaths and seriously undermined the country's enormous development potential. Following the formal ceasefire agreement concluded in February 2002, six rounds of peace talks had been held between the GoSL and the LTTE until March 2003. As the peace process has progressed, donor countries have expressed increased willingness to provide aid for reconstruction and development in order to provide a tangible peace dividend that would help promote the peace deal. However, peace talks have been suspended since April 2003 over the exclusion of the LTTE from a preliminary donor meeting in Washington, and the LTTE was absent from the major donor meeting in Japan held in June when USD 4.5 billion aid was committed by the international community. In order to resume peace negotiations, establishment of a provisional administration structure including a separate representation of the Muslim community has been pursued by the GoSL and the LTTE, but with no conclusion up to this point. Complaints lodged by the main opposition party represented by the president against the handling of the peace process and a threat to resort to a fresh parliamentary poll add volatility to the political environment. However the broader success of the peace talks led by the leading party and the strong pressure by the international community are expected to make the search for the negotiated peace continue.

Of the 800,000 people displaced from their homes by the conflict, voluntary returnees amounted to more than 300,000 and received resettlement allowances from the government and/or other support from INGO/NGOs. Some 84,000 Sri Lankan refugees still remain in India, 64,000 of whom are registered in more than 100 refugee camps. According to the needs assessments by the Asian Development Bank, World Bank and United Nations, up to 1.3 million people in the labour force in the northeast have been directly affected by the conflict. The level of unemployment exceeds 25 per cent, compared to a national unemployment rate of 10 per cent which is expected to fall below 8 per cent in 2003/4. Those most affected by unemployment are youth and women.

Real GDP growth is forecast to rise to 5.4 per cent in 2003 and 6 per cent in 2004 along with the increasing domestic and external demand. Continued rise in imports is expected to be partly offset by a rise in export earnings and recovery in tourism, and as a result the current account deficit will narrow from 2.5 per cent of GDP in 2003 to 2.2 per cent in 2004. Further liberalisation of markets and expected improvement in agricultural supplies coupled with the falling budget deficit and a slower rate of rupee depreciation are expected to cause inflation to fall from an annual average of nine per cent in 2003 to 7.2 per cent in 2004.

Life expectancy in Sri Lanka is 75 years for females and 70 years for males. While overall health statistics are high thanks to the strong health system maintained by the GoSL, lack of human resources in the health sector particularly in the north and east is evident. The water and sanitation sector also needs improvement. An average of 34 per cent of the population lacks safe water supply and an average of 24.9 per cent have no access to adequate sanitation facilities. Adult literacy is around 93 per cent for males and 87 per cent for females.

Sri Lanka is ahead of the other countries in the South Asia region (Afghanistan, Pakistan, India, Nepal, and Bangladesh) in human development. According to the UN Human Development Report 2003, Sri Lanka's progress and its different indicators are either 'on track' or 'achieved' in the UNDP millennium development goals to:

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Ensure environmental sustainability.

The island of Sri Lanka is located in a cyclone-prone area and the country's coastal belt vulnerable to the effects of tropical storms and tidal surges. In addition, its location exposes the country to a long northeast and southwest 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. In May 2003, villages in the south and southwest of Sri Lanka were struck by flash floods and landslides after heavy monsoon

rains, which affected nearly 146,000 families and killed 250 people. The Federation launched an emergency appeal to help the Sri Lanka Red Cross Society (SLRCS) to address the humanitarian needs of the affected population. The northern sections (dry zone) often receive less than 1,000 mm rain annually, leading to widespread drought and food shortages, and making it necessary to undertake irrigation agriculture.

Red Cross Red Crescent Priorities

Movement context

In the context of the still volatile security situation in the country, ICRC remains the lead agency in Sri Lanka. However, the ongoing peace process brings many opportunities for extending humanitarian work. It provides an important moment for the SLRCS and members of the International Red Cross Red Crescent Movement to re-evaluate the roles that they could play in the country as a whole.

The national society's key strengths include the nation-wide network of branches and volunteers, which deliver recognised services in both conflict and non-conflict affected areas and a structure that reflects all communities in its governance and management. In order to strengthen its ability to play a neutral and independent role, with support from the Federation and ICRC, the SLRCS has prioritised the need for a Red Cross incorporation as an important step towards formalising its legal base in the country.

The coordinated Federation/ICRC support has been focussed for the past two years on a newly adopted constitution that meets the Federation's global standards and addresses a separation of governance and executive function. This has been followed by intensive orientation of governance and management in their new roles. The final aim is to ensure that elected governance oversees policy development, and management focuses on programme development and external networking with government and non-governmental institutions. However the long history of a governance-controlled culture in the society is making the full implementation of the constitution difficult. Review of the implementation of the new constitution, sponsored by the president of the society in September/October 2003, aimed to identify areas of improvement to fully implement the constitution.

The investments in the internal reorganisation, including the election of a newly constituted central governing board, appointment of new senior management staff, and support for reorganisation of the national headquarters structure, are aimed at assisting the SLRCS to play renewed roles in the external environment. A growing number of organisations see the society as a potentially valuable partner with its nation-wide profile of services. To challenge some remaining negative impressions and help it communicate the added value of its services more visibly, the Federation has supported the SLRCS in its endeavour to build strategic relationships with the media, government ministries, diplomatic and aid missions, and other external humanitarian organisations and networks.

The cooperation between the Federation and ICRC delegations remains active, with the three components of the Movement concluding the first global example of a 'tri-lateral memorandum of understanding' in March 2003. The memorandum aims to achieve collective impact of Movement resources on the lives of the vulnerable as set out in the global 'Red Cross and Red Crescent Strategy for the Movement'.

The overall goal of the Federation's 2004/5 appeal is to **help the Sri Lanka Red Cross Society build the capacity to support the country's most vulnerable** through better service delivery and advocacy in four core areas and the three strategic directions of the Federation's *Strategy 2010*, namely:

1. Improving in the characteristics of a well functioning national society
2. Delivering responsive and focused programming
3. Working effectively with others.

National society strategy and programme priorities

The Sri Lanka Red Cross is an organisation in transition. The adoption of a new constitution has brought the challenges of adapting to the new roles of governance and management. In addition the new pressures on management to propose and deliver effective programmes in the changing external environment in Sri Lanka have necessitated a new approach to integrated and strategic management skills which link all programmes together into a more holistic approach. The society needs external support to continue to improve its internal knowledge management systems to translate experiences between branches, and from branches to and from the national headquarters.

Although the society also needs to improve its systems of assessing external vulnerabilities to more uniform standards across all branches, valuable services continue to be delivered. The need for stronger programme management skills is a clear priority. A series of new appointments in the management board at the national headquarters and appointment of branch executive officers at all the branches are beginning to make a difference. The salary levels that the society can afford have not helped it to attract appropriately skilled staff at all levels, but a new emphasis on a longer term approach to fundraising and a resource mobilisation programme has been prioritised to enable this situation to change.

In spite of its challenges, the SLRCS continues to build its capacities in the core programme areas of health and care in the community, disaster management, the promotion of humanitarian values, and organisational development. The ICRC cooperation programmes have also continued to support the society to increase its capacities in assistance in time of conflict (as integrated components of relief and health, previously called 'conflict preparedness and response'), promotion of Red Cross law and the Fundamental Principles of the Red Cross Red Crescent (RCRC) Movement, and re-establishing family links (previously called 'tracing').

The SLRCS plans to give further change management skills to its governance, management, staff and volunteers. This accompanies the society's new priority of strengthening the services delivered at community level by implementing a new overall branch development strategy in 2004 and 2005. By further strengthening its branch network, services, and the roles and skills of the active volunteers, the society plans to increase its programmes and use them as the means to bring about organisational development.

The SLRCS community-based programmes have increased their emphasis on the long-term reduction of risk and improvement of self-sustainability of vulnerable people. Two successful examples of this are the community involvement in assessing their own health needs in the health programme, and the disaster preparedness needs and plans identified by vulnerable communities themselves in the disaster preparedness programme. The evaluation of the pilot programme for community-based health and care in Kurunegala, supported by Canadian Red Cross, has developed a new programme model, which commenced mid-2003 with funding from the British Department for International Development (DFID). The community-based disaster preparedness programme in eight flood-prone districts, bilaterally supported by the Spanish Red Cross with DIPECHO (Disaster Preparedness European Commission Humanitarian Aid Office), was further consolidated with funding support from the Japanese Red Cross through the Federation. Such programmes form part of the SLRCS plan to help vulnerable people better advocate for their own needs and access more effective long-term services from all relevant institutions into the future.

Development of the national youth wing has made a steady progress. With the appointment of volunteer youth coordinators in all the 25 district branches, youth volunteers are now taking the lead in the service delivery in all programmes of the society. Community leadership training camps in 2003 have exhibited strong initiative among Red Cross youth at district level.

The SLRCS has introduced a new emphasis on advocacy and is further consolidating its networking with key governmental institutions in order to highlight the needs of the vulnerable. The flood relief operations in 2003 demonstrated both the strength and weakness of the society and the areas which require improvement to increase effective relief to vulnerable populations. There will be continued need for an advocacy strategy to call for a national disaster management plan, which will define clear mandates for government, the Red Cross, and other humanitarian institutions. The new health committee includes key Ministry of Health officials to plan joint work on expanding HIV/AIDS, blood donation, and possibly tuberculosis and malaria services in-country. In a similar manner the SLRCS disaster management committee includes representation from the Ministry of Social Services' National Disaster Management Centre, and the youth committee has enjoyed support from the Youth Ministry in the development of the society's national youth policy, adopted in 2003.

The society has begun to enjoy a wider variety of support from partners. The current partnership profile consists of support from the Japanese Red Cross for disaster management and organisational development, the Federation's global Capacity Building Fund for youth wing development and local resource mobilisation, DFID for the new model of community-based health care programme, pilot population movement programme, promotion of humanitarian values and organisational development, and the Korean Red Cross for the bilateral first aid training programme. The programme to support returnees in water sanitation in three districts in the conflict-affected area,

initiated by the Spanish Red Cross based on the trilateral branch assessment, has been expanded to five districts with the continued support from ECHO.

The SLRCS has also attracted support from a wide range of partner societies for its relief operations which has enabled it to deliver effective humanitarian relief supplies to those affected. The immensely positive response to the appeal launched by the SLRCS for its 2003 flood relief operation was a reflection of the society's stronger position among the non-governmental and donor community, key government ministries, and the public.

The society's five-year plan is the basis for the cooperation agreement strategy (CAS). A first CAS in Sri Lanka was produced in 2000. The purpose of the CAS process is to strengthen country strategic planning and to provide coordinated assistance to national society capacity building. The SLRCS plans to develop its next five-year development plan in early 2004. Once ready, this will be used as the foundation for a second CAS process in mid-2004. With the leadership of SLRCS being committed to change, there is a need for support to encourage the society to further build on its increasingly positive position.

The Federation is committed to mobilise support for SLRCS programme development in 2004/5 - a mixture of consolidation of certain activities as well as expansion into new innovative programmes as a result of new analyses of the external environment. The key priorities for the Federation's assistance will be to support:

Health and Care: A more unified health management structure which will improve community-based health programmes in:

- The new model of self-sustaining and replicable community-based health care programme;
- Stepped-up HIV/AIDS programmes;
- Reinforcement of first aid training capacity; and
- Increased safe blood campaign.

Disaster Management: Strengthening the disaster management capacities of the national society by:

- Consolidating and expanding models of community-based disaster preparedness programme;
- Increasing vulnerability and capacity assessment capability nation-wide;
- Pilot population movement programme focused on HIV/AIDS; and
- Strategic planning for disaster management.

Humanitarian Values: Creating a responsive public environment in which all institutions and the public of Sri Lanka understand and support the principles, roles and mandates of the Movement within it, and offer more support to SLRCS work through:

- Dissemination of Fundamental Principles and new trends on international humanitarian law; and
- Public awareness programmes including a school-based programme.

Organisational Development: stronger capacities in the national society within human, technical and financial resources through:

- Strengthening branch executive capacity;
- Further development of youth wing and gender diversity;
- Strengthening staff and volunteer capacity; and
- Strengthening management function and mobility.

The Federation will continue to ensure that the overall approach to branch and national headquarters capacity building continues in a harmonised and coherent manner with ICRC and other bilateral partners, and that an agreed CAS will be developed to mobilise long-term and coordinated support from all Movement and external partners for its programmes.

Strengthening the National Society

1. Health and Care

Background

The main focus of SLRCS in the health and care field during the past year was to identify community-based approaches to needs identification as well as self-empowered health and care. This was done by initiating an

important set of linkages with a variety of external health institutions to integrate the society's services at community and national levels. The two projects undertaken in pursuit of the overall goal of contributing to the development of models for self-sustaining community-based health care (CBHC) programmes across the country are the Canadian Red Cross funded CBHC programmes implemented in Kurunegala and Vanni (under ICRC delegated health programme) and the project to develop self-sustainable community-based first aid (CBFA) training and services in Sri Lanka funded by the Korean Red Cross.

The CBHC programme which was in the pilot phase from May 2002 to May 2003 in Kurunegala was reviewed and has been redesigned as a more focused, results-oriented model. This was done in order to strengthen the potential impact in sustainable behavioural change in the community for possible replication to other districts, taking into account lessons learned under the initial stages of the pilot phase. The SLRCS has presented the new model to key government health directors and medical officers who have recognised the value of the programme. They have extended their cooperation to the programme which can be integrated into and strengthen the government health infrastructure. The implementation of this new model programme commenced mid-2003 with funding support from DFID. The SLRCS seeks continued funding support for the CBHC programme for consolidation and replication in 2004/5.

Valuable experience was gained by the national headquarters health unit in preventive and curative community-based health programmes in Vanni. The health unit is exploring how best to use the lessons learnt from this, by way of sharing expertise, exchange visits of trained volunteers, standardisation of curricula and training modules. Based on lessons learnt from the above programmes in Kurunegala and Vanni, a plan of action to strengthen primary health care is being drafted jointly by SLRCS, ICRC and the Federation. This plan of action is to define the role and contributions of the SLRCS in providing health education and community-based health programmes through its network of Red Cross health centres. The SLRCS has also commenced a highly participatory process of developing its health policy in the latter part of 2003.

Another important development during the past year was the assessment and planning of primary health intervention through the joint efforts of partner societies and SLRCS with coordinated support from the Federation and ICRC. Among its partners, the Danish Red Cross has made an application to the EU for funding support through the Federation for a school-based psychosocial and health project, which aims at assisting vulnerable children living in provinces with a significant population of internally displaced people (IDPs) and returnees. The project will be implemented bilaterally and does not form part of this appeal. The growing interest from donor societies and the increase in programmes in this field means Federation support is necessary - to provide a regional health manager focused on Sri Lanka to facilitate and advise the SLRCS on the planning, implementation, monitoring and evaluation of such programmes.

Based on the pledges made in the *Manila Action Plan*, following a satellite meeting held among Asia Pacific national societies on HIV/AIDS, the SLRCS made a positive step forward in the fight against HIV/AIDS. A new proposal was forwarded for OPEC Fund support through the Federation, which has received a positive response. A radio programme produced by the SLRCS, broadcast on national radio over three months in three languages (Sinhala, Tamil and English) on HIV/AIDS also garnered interest. The series was aimed at alleviating stigma and discrimination against people living with HIV/AIDS (PLWHA) through public sensitisation; requests from the public to Sri Lankan national radio for further broadcasts on this theme were subsequently received. Many branches took the initiative in conducting HIV/AIDS awareness programs on the World RCRC Day with trained volunteers.

In order to establish a systematic and integrated approach to HIV/AIDS, the society held a workshop to develop a five-year draft strategic plan. The plan was presented at the SARNHA (South Asia regional network on HIV/AIDS) meeting in July, and the OPEC Fund project was adjusted according to SARNHA objectives and now addresses the issue of stigma and discrimination against PLWHA. The SLRCS has established close contact and coordination with the national task force on HIV/AIDS set up by the Ministry of Health, while HIV/AIDS has now been integrated in all youth, first aid and other health-related interventions by the society. The SLRCS will continue the programme by seeking the continued support from the OPEC Fund and other donors in 2004/5.

The first aid service is the flagship of the SLRCS, equipped with modules of a global standard. As of August 2003, the first aid unit at SLRCS headquarters had conducted over 75 first aid training courses, mainly for private entities. This generated income off approximately CHF 7,000 for the society. While basic and advanced first aid training of

branch volunteers has continued, the society has been taking steps to increase its training capacity by training more first aid instructors/coordinators and by providing its branches with first aid kits and other training equipment.

At the time of the emergency relief operation for the flood that severely hit the southern part of the country, the SLRCS coordinated with the regional director of health services and divisional secretariats in Ratnapura and Kalutara districts to launch a programme of home visits using a team comprising a Red Cross first aid volunteer, family health officer and public health inspector. Volunteers trained in first aid services saved several lives during the operation. An example of the impact of the first aid programme on the corporate sector was shown when an employee of the Ceylon Electricity Board resuscitated a person by giving CPR using the skills acquired through the SLRCS. However, the society still lacks training facilities and equipment. Lack of funds has also limited opportunities for training skilled first aid instructors and this has impacted particularly on building up a national team of first aid instructors. This in turn has limited fundraising activities. The SLRCS seeks funding support to address this need.

A programme for capacity building of SLRCS volunteers through skills training on safe blood donor recruitment over a period of three years was presented in the 2003/4 appeal, but did not receive donor support. However, the SLRCS, in collaboration with National Blood Transfusion Service, trained 17 volunteers from eight districts as safe blood donor recruitment organisers with a view to scaling up blood donor recruitment camps in districts with a reported low collection of blood by the Health Department blood banks. The society also continued road safety programmes both at headquarters and district levels with strong support from the Police Department. Following the various initiatives taken on World RCRC Day, telephone enquires seeking Red Cross membership were received. The society was also interviewed by the Sri Lanka Broadcasting Corporation about its weekly blood donor programme and was requested by the army to organise a blood donation programme. The society seeks donor support to establish a partnership with the government National Blood Transfusion Service to build the capacity of Red Cross volunteers in promoting voluntary blood donation, maintaining an information database, and conducting an island-wide donor motivation and educational programme with a view to reaching 100 per cent of non-remunerated blood donors in blood centers throughout the country.

The SLRCS has been selected to present a paper on the transition of replacement to voluntary blood donors at the 9th International Blood Colloquium on Voluntary Blood Donor Recruitment in China, in April 2004.

Overall Goal

Health and care in the vulnerable communities in Sri Lanka will have improved through motivated behavioural change in the community and government health policies.

Programme Objective

The health policies, practices and services of government and other institutions will be influenced by the Sri Lanka Red Cross' model of participatory community-based programs and increased service delivery.

1. Community-Based Health and Care

The Ministry of Health and other health agencies will recognise the value of the Sri Lanka Red Cross community-based model and will adapt their services to respond to the needs identified.

2. HIV/AIDS

To alleviate the stigma and discrimination faced by people living with HIV/AIDS through public sensitisation and development of services for PLWHA.

3. First Aid

To scale up first aid training and services at district and divisional levels in 17 districts of the country through a decentralised and self-sustaining first aid structure.

4. Safe Blood

To improve the quality and self-sustainability of safe blood donors recruitment campaigns across the whole country in three years.

Expected results	Indicators	Risks/ Assumptions	Activities
Project One: Community-Based Health and Care			
Ministry of Health and other	Community health workers	Extensive coverage of	Support to SLRCS health

Expected results	Indicators	Risks/ Assumptions	Activities
<p>agencies recognise the value of the SLRCS community-based model and adapt their services to respond to needs identified.</p>	<p>(CHW) receive support from government sectors and other stakeholders with consensus on the model.</p> <p>Behavioural change is observed in the targeted communities.</p> <p>Emergence of new community based programmes by the government Health Department</p>	<p>needs assessment.</p> <p>CHW are retained for a few years.</p> <p>Health Department continued support</p> <p>Field level monitoring mechanism in place.</p>	<p>division including assignment of regional health manager focused on Sri Lanka.</p> <p>Meeting with government and other stakeholders for consensus building.</p> <p>Train and retain CHW and supporting volunteers.</p> <p>Conduct surveys; identify priorities and target villages and schools.</p> <p>Develop curricula, monitoring and feedback system and train CHW on them.</p> <p>Establish health task force with other stakeholders.</p> <p>Repair primary health care centres as necessary.</p>
Project Two: HIV/AIDS			
<p>PLWHA receive proper care and support with reduced stigma and discrimination.</p>	<p>Change in perception, attitudes of the community and in government policies.</p>	<p>Government support.</p>	<p>Develop communication materials and initiatives.</p> <p>Support organisations of PLWHA using 'positive development'.</p> <p>Advocacy to the government with PLWHA participation.</p>
<p>Reduced transmission of HIV in the community.</p>	<p>Number of trained volunteers/vulnerable referred to counselling.</p> <p>Number of education programmes conducted.</p> <p>Signed MoU.</p> <p>Official statistics on incidence of HIV infection.</p>	<p>Cultural acceptance of HIV/AIDS programme among target community.</p> <p>Support from relevant authorities including schools.</p>	<p>Produce and distribute information/ education/ communications (IEC) materials on HIV and drug use to high risk groups after needs assessment</p> <p>Establish peer education programmes by training youth and vulnerable groups in 5 schools per district.</p> <p>Establish links with Bureau of Foreign Employment.</p> <p>Outreach activity to migrant workers by 10 trainings on developed modules.</p> <p>Creation of core peer educator group and conduct training of trainers based on developed modules in 3</p>

Expected results	Indicators	Risks/ Assumptions	Activities
Increased community-based care and support to PLWHA.	Number of telephone calls to counselling hotlines. Number of counselling sessions conducted.	Other organisations willing to become involved in forming networks.	prisons. Establish telephone hotlines for counselling/ inquiries and database. Provide meeting place and counselling for PLWHA. Build network of relevant organisations and community groups including PLWHA
Trained SLRCS staff and volunteers integrate the HIV/AIDS component into existing programmes.	Number of trained volunteers. Number of meetings of resource panels.		Train 18 selected district branch volunteers and prepare guidelines for referral system. Establish national and branch level resource panels and local clinics committees. Reinforce human and infrastructural capacities on HIV/AIDS programme.
Project Three: First Aid			
Overall capacity of the SLRCS in first aid is upgraded and generates income.	Number of first aid instructors and first aid equipment and facilities. Income level from commercial first aid training.	Available fund support.	Instructor training in 17 district branches (joint activity support with ICRC) as well as basic and advanced training. Provision of first aid materials and equipment.
Project Four: Safe Blood			
Community level blood donor recruitment programme contributes to the increase of voluntary blood donations nationally.	16 voluntary blood donor recruitment organisers receive training per year. Partnership between SLRCS branch and district blood banks in two selected districts.	MoU with central blood bank and MoH in place on the role of SLRCS in the national blood donor recruitment programme.	Conduct a residential workshop for 16 organizers from 8 districts. Establish district task force under the organisers and conduct donor recruitment camps in 16 districts. Residential workshops for 40 volunteers from selected 2 districts including training on computerised donor database. Donor motivation programme including direct mailing of IEC materials. Monitoring and supervision by branch executive officers.

2. Disaster Management

Background

The SLRCS disaster management (DM) programmes in 2003 were affected by the severe flood which hit the southern part of the country in May. The flood relief operation in the emergency and rehabilitation phases impeded the progress of the planned community-based disaster preparedness (CBDP) programme as well as the last stretch of the rain water harvesting tank construction and irrigation tank renovation which is the disaster preparedness and mitigation component of the Hambantota drought operation, as well as other activities including vulnerability capacity assessment (VCA) workshops planned for throughout the country. All society staff and volunteers were deployed for the emergency phase and many of them during the rehabilitation phase of the flood relief operation in the months that followed.

The flood relief operation - under the international emergency appeal launched end of May supported by the field assessment and coordination team (FACT) and regional disaster response team (RDRT) - revealed both strengths and weaknesses of the society and also provided many lessons for the Federation. A formal evaluation of the floods and landslides operation will be conducted in November 2003. The SLRCS recognised that the operation, the largest one ever carried out by the society, would be a test of its disaster response capacities and an opportunity to look for areas of improvement. The relief operation was also an important networking opportunity for SLRCS. It has closely coordinated with central and local governments and other humanitarian organisations to address the needs of the most vulnerable communities in the affected five districts. (For details go to Operation Updates on the Federation website www.ifrc.org)

The SLRCS, supported by the Federation with funding from the Japanese Red Cross, continued to consolidate the CBDP programme covering eight flood-prone districts originally supported by Spanish Red Cross with DIPECHO funding. In order to attain community level capacity building, disaster preparedness meetings/training workshops were conducted in all districts of Ratnapura, Kalutara, Puttalam, Polonnaruwa, Batticaloa, Trincomalee, Colombo and Galle with the participation of the society's branch chairmen, secretaries and volunteers. The trained volunteers selected the disaster preparedness committees for village level divisions and undertook a mapping exercise. Data was also collected to update the global information system (GIS) database. From lessons learnt in the CBDP programme as well as the flood relief operation, the SLRCS identified the need to further strengthen its disaster response capacity, particularly at the district level, by way of continuous training on VCA formulation and training of emergency relief teams.

The SLRCS hosted a regional disaster response training workshop organised by the South Asia regional delegation in Hambantota in April/May 2003. Various aspects of disaster response were covered, with special emphasis on assessment. The society's DM staff who attended the workshop were immediately deployed for the disaster response operation for the flood, which struck the country just a week after the workshop, and demonstrated a significant difference in the relief work.

Following the national level workshop on VCA in December 2002 in Colombo, the first district level VCA workshop was conducted in the Hambantota district in February 2003. The aim of the workshop was to increase awareness among participants of the VCA process and strengthen the branch through capacity building. Three facilitators from headquarters, previously trained at regional and national level VCA workshops, trained 28 volunteers from the branch. Subsequently the SLRCS conducted a VCA workshop in Trincomalee with 36 volunteers from seven north-east branches, followed by four district level workshops in Colombo, Kandy, Polonnaruwa and Kurunegala.

Activities related to formulating a DM policy for the SLRCS commenced in 2003, with the main objective to improve the DM capacity of the society thereby providing a better service to vulnerable populations living in disaster-prone areas of the country. Meetings were held with the key ministries, government authorities, NGOs, other national societies, the ICRC and Federation, and other stakeholders. Input from branches was incorporated through workshops with branch officials. A committee comprised of these external stakeholders as well as senior staff from SLRCS was formed to formulate the draft policy, scrutinised at a central Governing Board workshop. The official release of the policy is expected at the end of 2003.

Two workshops – training of trainers on DM/logistics, and desktop simulation were conducted in November.

In line with priorities identified in the *Manila Action Plan*, the SLRCS initiated a pilot population movement project in the conflict-affected area. With support from the Federation regional delegation, funded by DFID and in coordination with ICRC, an assessment of the branch capacity and identification of the priorities for a possible

pilot project focused on HIV/AIDS awareness, was carried out in the Jaffna peninsula. Based on the findings of the assessment, a proposal is now being developed to kick off the program in 16 welfare centres in Jaffna. The society is coordinating with international bodies such as UNAIDS and UNHCR to share experiences and to avoid duplication. The SLRCS plans to implement the pilot program in 2004/5 if funding support continues.

In May the society began the second phase of the Spanish Red Cross/ECHO-supported programme to assist 6100 returnee families in five conflict-affected districts, with resettlement kits, water sanitation facilities and other needs.

In an effort to increase the knowledge base on DM, the SLRCS has tried to expose its staff to various learning opportunities. The field coordinator of the Hambantota branch participated in a programme on managing disasters, conducted by the Sri Lanka Institute for Development Administration, Colombo in February 2003; the director of DM participated in a workshop on disaster technical relief held in South Korea in March, and the national relief coordinator contributed to the development of the regional DM manual in the workshop held in Kabul in July.

Overall Goal

Reduced impact of disasters on vulnerable populations throughout Sri Lanka, as indicated by a reduction in the number of deaths and the amount of damage sustained during disasters, and an increased capacity of the population to recover.

Programme Objective

An improved and coordinated response by the Sri Lanka Red Cross to the needs of the most vulnerable disaster-prone populations, before, during and following disasters.

1. Disaster Preparedness

To reduce the vulnerability of disaster-prone communities with increased capacity of the Sri Lanka Red Cross branches and higher mobility of national headquarters at the time of disaster.

2. Population Movement

To reduce the vulnerability of the conflict-affected population as a result of the pilot population movement programme.

Expected results	Indicators	Risks/Assumptions	Activities
Project One: Disaster Preparedness			
Improved capacity of national headquarters and branches in response to any forms and magnitude of disaster.	<p>Availability of data/information on vulnerable populations and disaster-prone areas.</p> <p>Emergency response teams and emergency operations centres initiated at 8 pilot branches.</p> <p>National disaster fund established.</p>	<p>Support from government and other institutions.</p> <p>Capacity of selected branches.</p>	<p>Management support to SLRCS DM division.</p> <p>Initiate disaster mapping exercise to establish national database in two years.</p> <p>VCA exercise in 10 branches.</p> <p>Workshop to prepare national DM strategic plan and awareness workshop for governance on DM strategic plan (with ICRC).</p> <p>An awareness workshop on DM plan for branch level volunteers (with ICRC).</p> <p>Small scale disaster response training for 10 volunteers/staff at 8 district branches.</p> <p>One fundraising campaign for the national disaster fund.</p> <p>Supply of mobile kitchen</p>

Expected results	Indicators	Risks/Assumptions	Activities
			equipment . CBDP training of volunteers in 3 districts, based on lessons from 2002/3 CBDP programme in 8 districts.
Disaster awareness of school children is enhanced.	Number of school disaster units initiated.	Cooperation from schools secured.	Organise awareness programme for senior school children including school disaster units in prone districts, production of IEC and visibility materials.
Project Two: Population Movement			
Vulnerability of returnees' health is decreased in pilot district.	Result of monitoring of targeted beneficiaries.	Security situation stays stable. Duplication of services with other players.	Support to SLRCS population movement unit/coordination. Community-based survey. Training workshops and awareness programmes.

3. Humanitarian Values

Background

The Federation and ICRC maintain close coordination of support for the objectives of the programme - to support the SLRCS in positioning itself in an external environment where both the public and government need to understand and support its neutral and humanitarian role. Although the society had not traditionally been successful in accessing funds for this programme, the 2003 appeal has received funding support from DFID.

With the creation of one unified communications and fundraising department with its own director at national headquarters at the start of 2003, the SLRCS has increased its initiatives in the ensuing year towards creating a responsive environment in which all institutions and the public of Sri Lanka understand and support the principles, roles and mandates of the Movement and offer support to the work of the SLRCS.

- The society has produced a documentary film on its activities and this has been presented at events and festivals including the World RCRC Day.
- In consultation with the ICRC a special sticker was designed and printed for the emblem campaign. The SLRCS launched a special media event with the support of the Federation and ICRC as a component of the total campaign for image building of the SLRCS and the Movement.
- The SLRCS, the Federation and ICRC initiated a dialogue with the Ministry of Health to address the issue of the misuse of the Red Cross emblem. As a result of the meeting, the Ministry began measures that will eventually limit the widespread misuse of the emblem in Sri Lanka, including the use of an alternative emblem to be used for hospitals, ambulances, doctors and clinics.
- The Federation's 'Principles to Action' was translated into Sinhalese and Tamil and distributed to branch officials and volunteers.
- New Red Cross brochure and newsletters were produced.

An eight-page tabloid supplement in English, Sinhalese and Tamil national newspapers was published to mark World RCRC Day. All 25 branches participated in marking the day with the accent on first aid, blood donation and Red Cross seminars.

Four drama productions focusing on human rights and child abuse and an NGO forum to disseminate information regarding the activities of SLRCS were organised to launch an inter-school drama competition on World RCRC Day to disseminate messages in schools on the Fundamental Principles. The SLRCS has identified the performing arts as the best vehicle to penetrate the education system. The competition will also contribute to fundraising at district branch level from the sales of tickets. The inter-school drama competition is planned to continue in 2004/5.

The press conference for the launch of the *World Disasters Report* in August 2003 was well attended by a number of representatives from external institutions including embassies, NGOs, UN organisations, universities and the media. The Movement's unique principles and position were widely covered in the print and electronic media.

The ICRC cooperation programme continues to support the valuable work of the SLRCS headquarters and branch level dissemination officers (volunteers) across the country. The ICRC also continues to support the society in several essential ways to play an effective role as a member of the government's inter-ministerial committee for the promotion of international humanitarian law (IHL).

This programme requires increased support in 2004/5 to enable SLRCS to play its unique role in the external environment where independent and neutral humanitarian messages and assistance contribute to the overall respect for humanitarian values.

Overall Goal

Increased tolerance and harmony in the community through an appreciation of Red Cross Red Crescent principles and actions.

Programme Objective

Orientation of government and other key institutions and the public in the Movement's principles and mandates and the offer of more support to the work of SLRCS to improve the lives of the vulnerable.

1. Red Cross Image Building

Improve public support for the Red Cross principles and the activities of the Sri Lanka Red Cross through the messages on Red Cross work and its impact on the most vulnerable.

2. Better Knowledge

To equip Red Cross members and volunteers with knowledge and skills for better programme planning and dissemination on Red Cross through peer group mechanisms.

Expected results	Indicators	Risks/Assumptions	Activities
Project One: Red Cross Image Building			
Humanitarian values and Fundamental Principles are promoted through mass media and other communication channels.	Increased level of acceptance and support by the general public and other institutions.	Commitment of SLRCS governance, management, members and volunteers	Media conferences on <i>World Disaster Report</i> launch and other Red Cross events.
	Increased number of volunteers	Cooperation from media circle	Print and TV programme humanitarian values (HV) and the role of Red Cross on World RCRC Day.
Increased advocacy on humanitarian challenges by SLRCS.	Closer relationships developed with other humanitarian organisations.		Meetings with CHA and other organisations.
Project Two: Better Knowledge and Skills			
SLRCS staff and volunteers are equipped with the knowledge and skills to deliver RCRC messages.	Increased number of supporters of SLRCS activities.	Commitment of SLRCS members.	Workshop for CGB member and directors on RCRC mission, Fundamental Principles and evolution of new trends of IHL (with ICRC).
	Increased number of SLRCS volunteers and members.		Training of branch executive officers on RCRC Movement, Fundamental Principles, IHL (with ICRC)
	Volunteers discernibly more knowledgeable about HVs.		Organise better programming initiative (BPI) workshop.

4. Organisational Development

Background

The SLRCS is depending on expanded and sustained external support to successfully continue and complete the ongoing change process in order to meet the increased humanitarian needs in the country. The current priorities of the overall organisational development (OD) programme are to:

- Shift emphasis in a phased manner from support at national level to improving service delivery at local level.
- Ensure OD activities strengthen programmes and impacts at community level.
- Promote capacity building through programmes so that improved services are delivered through investment in people, improved systems and structures, and connections to overall organisational strengthening processes across all programmes, for example stronger human resources development practices.
- Strengthen organisational diagnosis, strategic planning, and implementation systems (including advocacy, branch development, and leadership development).
- Improve monitoring, evaluation, learning and adaptation.

Many challenges to increase the assessment, focus and evaluation of programmes remain for the society. Planning systems remain weak, and monitoring and reporting systems are also in need of strengthening. Although attention has been paid to the issues of improved value management in the organisation at all levels, there is still a lack of consistency in the way that all policies and procedures are implemented. Serious attention needs to be paid to the strengthening of organisational systems through the introduction of programmes that provide opportunities for new ways of working.

A review of the implementation of the new constitution sponsored by the president of the society is being carried out by a task team comprising of a nominee each from governance and management and the Federation regional OD delegate. The result of the review is to identify the need for further recognition of the respective roles of governance and management and to pave the way for the five-year strategic plan and CAS. Recruitment of branch executive officers in all 25 branches is underway with the support of the Federation's Capacity Building Fund and the ICRC to improve management coordination between national headquarters and branches. The continued support for and training of branch executive officers as heads of respective branches must be maintained in the coming years. Salary costs supported by the Federation and ICRC will be absorbed into the society's core structure costs in two year's time as a result of increased anticipated income arising out of the new fundraising director's work to ensure sustainability plans at all levels of the society.

The society has laid major emphasis on strengthening its youth wing, with funding for the SLRCS youth division coming from the Capacity Building Fund. To establish a link with the main youth organisations with government sponsorship, the SLRCS invited a consultant of the Sri Lanka Youth Services Council to join as a member of its youth policy committee. The committee was tasked to develop youth policy, constitution and rules and regulations - based on the Federation's youth policy and guidelines and the SLRCS constitution and rules and regulations, as well as referring to policy documents of other national societies in the region. This draft policy was reviewed at the district youth coordinator's induction training workshop in May 2003, followed by a joint review of the policy draft with youth volunteers and youth committees at respective branches before finalisation. Approval of the policy by the central governing board and the election of the national youth chairman as the youth representative in the board are expected to be completed during the final quarter of 2003.

A youth task force was formed to represent their voice in each and every national society programme. The first such involvement of youth was achieved at the launch of the OPEC Fund-supported HIV/AIDS project held at the Health Education Bureau in Colombo in July 2003, with participation of volunteer district youth coordinators from 21 district branches. Students from international universities and Sri Lankan international schools provided voluntary assistance in preparing questionnaires and formats to be used for the needs assessment and mapping exercise on HIV/AIDS at the branch level.

A community leadership camp for youth was conducted in March 2003 by the Anuradhapura district branch with support of the national headquarters youth division, with some 150 participants.

Youth volunteer involvement in all programmes of the SLRCS is steadily increasing, improving knowledge and skills in all aspects of the Movement and its activities. The flood relief operation in 2003 involved a large number

of youth volunteers. Youth volunteers already trained in first aid have also been given orientation and training in post-disaster health and nutrition awareness to conduct home care services in some affected districts.

The national coordinator and a district volunteer youth coordinator represented the youth wing of the SLRCS at the national youth camp organised by the Bangladesh Red Crescent Society in February 2003. The national youth coordinator took up a two-year diploma course at the Sri Lanka Open University on youth development work in March to enhance his theoretical and practical knowledge in youth activities.

A new emblem for the youth wing was selected through a competition exercise while the first news bulletin on the SLRCS youth wing activities was released in October 2003.

While the youth development programme has seen remarkable progress in 2003, the gender sensitisation programme has remained at the preliminary planning stage and should be accelerated in 2004/5.

The Federation's regional finance development manager continued to support the ongoing computerisation of the internal accounting systems to strengthen the society's internal finance and audit systems. The new finance management software that can provide reports for multiple donor requirements was first demonstrated to SLRCS as well as the ICRC and the Spanish Red Cross representatives. Installation and training for finance staff of the new software was completed in 2003. Training in the new software will be provided not only to accountants but to all programme managers and selected pilot branches to ensure that the final consolidation of all accounts can be achieved through a clear change management plan.

The new communications and fundraising division made good progress in its inaugural year. The executive director, executive consultant, assistant director, and coordinator were appointed at the beginning of 2003. A number of initiatives were implemented to enhance the image of the Red Cross including a new SLRCS brochure and newsletter, the placement of new donation boxes in strategic locations and launching a website.

Extensive partnerships with various sectors have improved. Leading companies such as Nestle, Singer and Dialog GSM have been enlisted as partners for future activities. The National Lotteries Board has also pledged support for future Red Cross activities. Sri Lanka's leading advertising firm, JWT, has volunteered to launch a campaign for the SLRCS, and Associated Newspapers Ltd. and TNL Radio have come on board as media sponsors for Red Cross activities. A local cricket celebrity has also agreed to champion the SLRCS' first aid campaign.

Another success of the fundraising division was the launch of 500 messages on the internet at the first sign of the 2003 flood disaster to capture the attention of the international community. Over Rs.12 million has been raised in kind and finances. This is a significant indicator that the image of the society is improving in the eyes of the potential donor community.

Revenue generation workshops have been held in six district branches and a number of proposals received from branches for review by the fundraising division. Three national events - Red Cross flag day, interschool drama competition on RCRC principles, and road safety/first aid are planned for implementation in the latter half of 2003.

The Federation's assistance in capacity building for the society's fundraising in 2003 also included a regional workshop on fundraising in Islamabad in June 2003, where the SLRCS executive director and executive consultant participated to share experiences and ideas on image building and fundraising methods, and deployment of a professional consultant for the society.

The national society's human resources (HR) division continued to introduce HR reforms with a view to bring about the required attitudinal change both in senior management and other staff, and to effect the significant shift from a 'control' approach to that of a 'commitment' one. The HR division also played a major role in the preparation and facilitation of the regional forum for the HR managers held in April. Development of an HR manual for staff is underway, based on the South Asia regional HR manual. Emphasis was laid on training and development and exposing staff to well-structured programmes in external training institutes. The division also conducted a management development workshop inviting key management staff and representatives from the governance, and continued to train staff and volunteers using training opportunities available from external professional organisations for skill and knowledge upgrading throughout 2003. This resulted in increased awareness of the importance of HR within the national society. The staff has since been focused on continuous improvement with some having taken up higher studies and other knowledge enhancement programmes. For

2004/5, the SLRCS seeks increased support for the HR development efforts of the society, including establishing well equipped training facilities.

Overall Goal

The needs of vulnerable communities in Sri Lanka will have been identified and addressed by stronger capacities in the national society to manage its national headquarters and branch human, technical and financial resources in a coordinated and sustainable manner.

Programme Objective

The delivery of well planned services responding to the needs of the vulnerable through a coordinated branch network supported by a motivated and diverse human resource base and stronger human resource development, financial, and information policies and systems.

1. Branch Development

To strengthen the society's overall organisational development through a coordinated national headquarters and branch development strategy by identifying and implementing change processes in financial and technical systems.

2. Youth and Gender Development

To increase the gender and youth diversity in staff, volunteer and membership base enabling the Sri Lanka Red Cross to assess the needs of specific vulnerable groups in society and to develop sensitive and relevant programmes to specific vulnerable groups.

3. Financial Development

Develop human resources and an automated system to enable proper financial management to support the society's programmes and projects, and the society as a whole in terms of financial evaluation, monitoring and control.

4. Human Resource Development

Equip staff and volunteers with sound knowledge on the RCRC movement and the skills for planning relevant programmes to address the needs of the most vulnerable.

5. Information and Reporting Development

Develop stronger information management, knowledge sharing and reporting systems to enable branches and national headquarters to plan more effective and relevant programmes and report more systematically.

Expected results	Indicators	Risks/ Assumptions	Activities
Project One: Branch Development			
Coordinated national headquarters and branch strategy for implementing change process.	<p>Increased visits by headquarters staff to branches.</p> <p>Number of regular management reports from branches.</p> <p>Core cost of branches become self-sustained after 2 years.</p>	Effective coordination and communication between branch executive officers and headquarters management.	<p>Retention of trained branch executive officers (BEO) and support facilities.</p> <p>National orientation and management skills workshops for BEO.</p> <p>Monitoring and supervision of activities of BEO.</p> <p>Local resource mobilisation workshops at regional level.</p>
Relevant and effective programmes are initiated by branches.	National 5-year development plan developed based on branch development strategy.		<p>Phased divisional, district and regional branch level strategic planning meetings.</p> <p>National strategic planning workshops for 5-year development plan.</p> <p>Support planning for 2005.</p> <p>Support to SLRCS annual</p>

Expected results	Indicators	Risks/ Assumptions	Activities
			general meeting.
Project Two: Youth and Gender Development			
Coordination mechanism for facilitating youth secretariat is established based on the adopted youth policy.	Strategic partnership with other local and international youth organisations established/maintained. Formation of youth task team.	Availability of funding and support by BEO.	Retention and motivation of national youth coordinator and youth programme officer and their administrative support. Regular meetings of youth task force team and youth policy/monitoring committee
Active youth units working at community level in 25 districts.		Capacity of headquarters youth division. Capacity of BEO.	Training workshops for 25 volunteer district youth coordinators and 35 volunteers from the 25 youth units. Launch of youth web page, handbook, database, and bulletin.
Solidarity of motivated youth volunteers enhanced.	Number of camp participants.	Security situation remains stable.	8 regional youth camps with 100 participants; annual youth gathering of 1,000 participants.
Youth staff/ volunteers benefit from the youth programmes of other societies in the region.	Number of exchange visits, participants in regional/international programmes.	Support from regional Federation delegation.	Participation in two regional/international programmes.
Greater gender diversity in SLRCS structure is achieved.	Number of female directors, staff and volunteers.	Commitment of the governance and management of the society.	Appointment of gender programme officer. Gender and diversity training at branch level. Planning of women and development programme.
Project Three: Financial Development			
Financial system of the society works in timely and transparent manner.	Reduced amounts of payments in arrears. Quicker financial reporting to donors.	Availability of motivated finance staff. Availability of fund support.	Retention and training of finance staff at headquarters. Training of branch treasurers and account clerks on financial packages. Equip branches with necessary financial management software and hardware.
Project Four: HR Development			
Staff and volunteers motivated and equipped with administration and planning knowledge and skills.	Visible interest and thirst to acquire advanced knowledge and improved work habits. Number of new suggestions and proposals and innovative ideas come from volunteers.	Inability to adapt to change. Influence of internal politics. Availability of financial and other resources.	Support to headquarters HR focal person and HR training at branches. Headquarters staff exposure to external trainings. Training of key staff on volunteer management and volunteer programmes (with ICRC). Conduct 2 management development training workshops. Convene bi-monthly

Expected results	Indicators	Risks/ Assumptions	Activities
			constitutional implementation committee.
Project Five: Information and Reporting Development			
Systematic information management, knowledge sharing and reporting flow.	Timely submission of quality reports from branches to headquarters, and from headquarters to donor agencies	Ability and performance of BEO. Regular follow -up by headquarters.	Recruitment of information officer and reporting officer. Workshop on project reporting and monitoring at branch level. Newsletters and annual report production

5. Representation, Management and Implementation

Background

The role of the Federation delegation in Sri Lanka over the past three years has been: to support strategic change processes within the national society; coordinate Federation resources and communicate externally strategic information on the humanitarian environment in-country and the SLRCS role in response to it; achieve strategic coordination with ICRC on mutually reinforcing capacity building support to the national society; and to establish an effective representational relationship within the Government of Sri Lanka and with other external UN and non-governmental humanitarian agencies.

Considering the political situation in the country and rapid shifts in humanitarian needs, the Federation delegation will be maintained for at least the next two years, particularly in light of increased demands of Federation coordinated bilateral partnerships with the SLRCS.

The delegation has played an important role in encouraging new partners to support the change management processes and plans of the national society. New programme support has been mobilised with long-term partnership interest in the areas of disaster preparedness, health and care, and OD programmes. Increasing confidence in the SLRCS has drawn the Norwegian, Danish, American and Japanese Red Cross Societies to initiate dialogue, with a view to possible support for the society in its expansion of programmes. Increased interest from sister societies in collaborating with SLRCS for future projects in parallel with on-going annual programmes has, however, the potential to over-burden the society's infrastructure unless proper coordination among Movement partners is in place. The Federation, jointly with the ICRC and the SLRCS, hosted a partner national society coordination meeting focused on health during November to discuss common challenges and confirm the Movement partners' commitment and cooperation to building the capacity of the SLRCS. The Federation delegation needs to maintain its coordinated support to the SLRCS in this direction in 2004/5.

The Federation together with the SLRCS increased its dialogue with UN agencies, EU representatives and diplomatic missions in Sri Lanka to enhance knowledge of the society and its activities under the new constitution. This resulted in a positive response from international donors to the SLRCS during the flood operation. Based on the memorandum concluded between the Federation and UNHCR in October 2002, planning for the Red Cross first aid training for UNHCR in the conflict affected districts of Sri Lanka has commenced. The Federation facilitated the IDRL survey conducted in Sri Lanka in coordination with government authorities and international organisations. The Federation delegation needs to continue its support to the SLRCS in its local networking as well as with regional and global partners in the coming years.

The Federation increased communications with the Ministries of Social Welfare, Health, and Foreign Affairs. With the support from the Geneva secretariat, the legal status of the Federation delegation is now in the process of legislation by the Ministry of Foreign Affairs.

A tripartite memorandum of understanding (MoU) was concluded among the SLRCS, ICRC and the Federation in March in order to ensure an effective and coordinated approach by all the Movement partners to address the needs of the vulnerable throughout the country. The tripartite MoU has been respected by the Movement partners to increase a coherent and transparent approach in the planning of programmes supported by the partners. The Federation delegation will establish further enhanced cooperation with ICRC and the partner national societies (PNS) partners in 2004/5.

With the strong support of the Federation's South Asia regional delegation, the SLRCS has played major roles in the preparation and arrangement of the following regional workshops during 2003: RDRT, HR managers' forum, and reporting/information/finance. The country delegation will continue to coordinate with the society to ensure regional trainings and workshops are effective and fruitful.

In order for SLRCS to fully comply with the mandate of its newly adopted constitution, the Federation has been assisting the society in the review of constitution implementation in 2003. This support should continue in 2004/5 by way of forming an independent committee to review and promote the implementation of the constitution, consisting of representatives from the society's governance and management, the Federation and ICRC. It is the responsibility of all the Movement partners to help the society by way of providing continued training on governance issues as well as on the RCRC Movement.

The Sri Lanka delegation comprises one delegate and a team of capable support staff. The delegation should continue to support the individual capacity building of each staff member through increased training opportunities in 2004/5. The delegation's office, although limited in space, should remain in the SLRCS premises to maintain its timely and efficient support to the society.

For further information please contact:

- *In Colombo: Chandra Ranawickrema, Sri Lankan Red Cross, email DG_slrcs@yahoo.com, tel: 94 75 370729, fax 94 75 367462*
- *Shunichi Kagami, Federation Representative, email ifrcclk02@ifrc.org, tel: 94 74 715977 fax: +94 74 715978*
- *In Geneva: Ewa Eriksson, Regional Officer, email ewa.eriksson@ifrc.org, tel: 41 22 730 4252 fax; 41 22 733 0395*

BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.60/2004

Name: Sri Lanka

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	7,082	0	0	0	0	0	7,082
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	12,748	0	0	0	0	12,748
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	7,082	12,748	0	0	0	0	19,830
Land & Buildings	5,664	0	0	0	0	0	5,664
Vehicles	0	0	0	0	0	0	0
Computers & telecom	2,832	2,833	0	2,832	0	0	8,497
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	8,496	2,833	0	2,832	0	0	14,161
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	11,770	7,544	0	5,101	0	0	24,414
TRANSPORT & STORAGE	11,770	7,544	0	5,101	0	0	24,414
Programme Support	25,488	13,160	1,765	23,234	0	0	63,647
PROGRAMME SUPPORT	25,488	13,160	1,765	23,234	0	0	63,647
Personnel-delegates	90,010	31,251	0	43,751	0	0	165,012
Personnel-national staff	90,324	30,888	0	120,480	0	0	241,691
Consultants	0	0	0	0	0	0	0
PERSONNEL	180,334	62,139	0	164,231	0	0	406,703
W/shops & Training	70,041	79,206	9,745	98,355	0	0	257,347
WORKSHOPS & TRAINING	70,041	79,206	9,745	98,355	0	0	257,347
Travel & related expenses	9,040	5,650	0	15,134	0	0	29,824
Information	28,405	8,624	15,650	13,676	0	0	66,355
Other General costs	51,461	10,562	0	34,885	0	0	96,908
GENERAL EXPENSES	88,906	24,836	15,650	63,695	0	0	193,087
TOTAL BUDGET:	392,117	202,466	27,160	357,448	0	0	979,189