

# Appeal 2001-2002

 International Federation  
of Red Cross and Red Crescent Societies

## Sri Lanka (Appeal 01.39/2001)

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

1. Institutional and Resource Development	379,090
2. Disaster Preparedness	240,000
3. Health and Care in the Community	280,899
4. Humanitarian Values	116,180
<b>Total</b>	<b>1,016,169</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 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 Sinhala-dominated 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 19,000 deaths and seriously undermined the country's enormous development potential. Unemployment is high and inflation is gradually rising.

Sri Lanka's economy has been based predominantly on agriculture (chiefly rice), with exports of tea, rubber, and coconuts, but gradually manufacturing has become another important source of revenue and now represents 18.2 per cent of the Gross Domestic Product. About 29 per cent of the land is under cultivation and 32 per cent is covered by woodland. However, timber logging and the clearing of forests to increase tea and rubber production has dangerously denuded large areas.

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*). Life expectancy is 73 years.

Only about 57 per cent of the population has access to safe water. Adult literacy is around 93 per cent for males and 83 per cent for females.

As 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 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. 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.

The capacity of people to cope with emergencies benefits from a well-developed community spirit which provides a strong drive for 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 is recovering from a number of serious integrity and management problems from 1993 to 1995 which damaged its image at home and abroad. Decisive and positive steps to resolve these problems were taken, including a new Board of Governors and a new team of managers at headquarters. Previously dormant branches were dissolved and the remaining branches strengthened. The Society revised its constitution in mid-1997. During 1998, with support from the Federation and ICRC, the National Society successfully re-established good contacts and raised its credibility with most government ministries. This development continued throughout 1999 and today very useful contacts with key government agencies and ministries exist, as well as good relations with the media. The quick response of the SLRCS to emergencies has helped in this respect. The Society has established a relief committee, which has substantially aided the SLRCS in responding quickly to emergencies, both man-made and natural, and brought it to the fore during rescue operations after bomb blasts.

Due to the circumstances prevailing in the country, the Society works closely with and receives support from the ICRC, especially in areas of civil unrest. This support covers institutional development, first aid, training, medical and ambulance services, tracing, information and dissemination.

A development plan for the Society has not yet been drawn up, even though the leadership is strongly in favour of institutional and organizational development. National Society staff and volunteers are increasingly participating in regional and national training events.

Despite its still limited operational capacity, the SLRCS is committed to the follow-up from 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**

The functional relationships between the components of the Movement are determined by the Seville Agreement, clearly defining *lead agency* and *lead role*. The continuing conflict in Sri Lanka determines that the lead agency role is taken by the ICRC. Although the Federation would normally have had this role in terms of organizational and institutional development, the prevailing circumstances and the Federation's inconsistent presence in the past have prevented any significant involvement. Should peace return Sri Lanka, the Federation would assume, after a transitional period, a prominent lead agency role.

Until such time, the main objectives for Federation assistance in Sri Lanka are:

- to strengthen disaster preparedness and emergency response mechanisms.
- to conduct management training and institutional development activities with SLRCS staff and volunteers at headquarters and in district branches.

- to review and revise as necessary the interpretation of the Seville Agreement and to ensure its application and implementation, thus incorporating the ICRC's substantial contribution to ID into an ongoing process of overall development.
- to develop and apply confidence-building and image-building measures through improved public relations.

[return to top](#)

# 1. Institutional and Resource Development

This programme comprises the following projects:

Institutional Development

- Finance Development
- Financial Resource Development
- Information Development
- Youth Wing Development.

## Background and progress to date

The Sri Lanka Red Cross Society (SLRCS) is gradually building a set of partnerships with international donors as a result of its serious commitment to institutional development issues and programmes. The SLRCS is still struggling with funding difficulties, but this has not dampened its determination to refocus its programmes in keeping with the Federation's Strategy 2010 priorities. It has undertaken a comprehensive strategic planning process which has resulted in a specific plan for its further institutional development, and in a more clearly articulated set of consolidated programmes. These contain clear monitoring and evaluation criteria and mechanisms that will enable more regular and informative reporting to donors against agreed programme goals, objectives and activities under the Federation's Core Programme areas.

In 2000, through its own efforts, and with support from the Federation and ICRC, the National Society has continued to work in strategic partnerships with the Health and Education Ministries at many District levels, and with the Ministry of Defence in the conflict affected areas. This has been accompanied by a strategy to further increase contacts and credibility with concerned Government Ministries and relevant authorities.

The forward looking institutional development agenda developed by the society for the next two years includes consolidation of its successful Finance and Information Development programmes, a renewed and more strategic approach to human and financial resource development, and the emergence of a Junior Red Cross and Red Cross Youth Wing to help support the society's programme work at community level.

The programme targets staff, volunteers and members of the Board of Governors at the society's National Headquarters and in its District Branches. It brings the concepts of improved institutional, organisational and management development closer to the grassroots of the organisation, together with better financial management and improved human and financial resource mobilisation and development strategies. It is thus accelerating the process for organisational change, constitutional review, and branch development started some years ago.

The society already has organisational change programmes (which have so far addressed governance and management clarification, changed management structures, revised job descriptions at some levels, and increased work on volunteer orientation). It has also conducted the first phase of a constitutional review, which has to be concluded with the redrafting and adoption of a revised constitution, with support from the Federation and ICRC.

The society has piloted a successful branch development strategy with the appointment of five branch development officers (BDOs) who have increased membership, formed volunteer programme delivery teams at Divisional level, interfaced with wider NGO and Government sectors at programme level, and promoted greater co-ordination between Branches and the National HQ. In branches with branch development officers, there have been noticeable improvements in the scope of activities and media coverage. The society now wishes to expand this programme through the recruitment of more BDOs for prioritised Branches requiring such support.

The overall ID programme will be fully integrated with the society's programme delivery at community level, and will foster well planned, monitored and implemented programmes. It contains training and capacity building activities in key areas such as co-ordinated goal setting and planning between the NHQ and the Branches; constituency development and constitutional change processes; technical approaches to

improving human resource development and knowledge sharing strategies; governance and management development; administrative and financial procedures development; and information and communications development in an integrated and coherent framework.

A specific new programme area is to develop a more strategic local resource mobilisation strategy to enable the society to absorb all core costs such as salaries and associated revenue expenditures into a sustainable budget by the end of the next five years. Currently, local sources of income are limited to property rental income and minor fixed deposit interest. A more integrated approach to membership development, corporate sector income, and mass public fund-raising is required. The society is committed to developing action plans and piloting new initiatives to diversify its funding base.

A pilot Red Cross Youth and Junior Red Cross Wing development programme is being undertaken and expanded, as part of the Society's Institutional Development agenda aim -- to broaden its membership base and youth participation in programme activities and at all levels of governance.

The programme includes some limited salary support, organisational support to branches for their continued development and programme co-ordination, and support to the Society's Finance Department, Information Unit, and Youth Wings.

### ***Institutional Development Project***

**Goal** The overall goal of the project over the next two years is to achieve a well-managed society that maximises the use of its human resources and the efficiency of its services through strong leadership and a committed and active membership.

### **Objectives and Activities planned**

**Objective 1** To review and revise the society's constitution and to brief members, governance and management on the provisions of the new constitution.

Activities to achieve objective 1:

- Conduct one workshop for governance members and senior management to analyse and revise the constitution of the society, with preparatory analysis and legal advice support.
- Conduct one workshop to provide orientation and training for members and senior staff on the roles, responsibilities and accountabilities of governance and management in the new constitution of the society.

**Objective 2** To develop and implement a comprehensive Human Resource Development (HRD) strategy for staff and volunteers.

Activities to achieve objective 2:

- Recruit an Assistant Director, Development, to co-ordinate the development of a comprehensive HRD strategy, a manual, and a training plan for the society.
- Develop and print in three languages an HRD manual for volunteers, staff and members.
- Conduct three 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, and (iii) Personnel Management for staff from Branches and NHQ.

**Objective 3** To increase the recruitment, training and retention of volunteers and members.

Activities to achieve objective 3:

- Conduct membership drives in four cities per year.
- Conduct refresher one day orientation and update meetings on the society's work for existing members each year with improved orientation modules and recognition and merit certificates.
- Organise three camps per year for volunteers in each of the 25 Districts, comprising two days of exchange of experience, training, and orientation.
- Compile a computerised national database at NHQ of volunteers' skills, interests, and experience.

- Arrange an exposure tour for six staff or volunteers in another sister National society in South Asia, to study, learn from, and activate on their return branch development and volunteer mobilisation strategies.

**Objective 4** To develop leadership qualities and skills in management 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.

### **Expected results**

Expected Results for objective 1:

- A new constitution will have been drawn up and adopted.
- 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.

Expected Results for objective 2:

- An Assistant Director, Development, will bring new personnel and HRD skills to the society, as a result of which all staff, managers and volunteers will be advised of clear recruitment, performance appraisal and monitoring systems, and personal development plans.
- Key documents will have been translated into three 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.

Expected Results for objective 3:

- New members will have been recruited, particularly from among the professions, which will have improved the society's profile and outreach activities.
- Life members and ordinary members of the society will have received refresher orientation on the Principles of the Movement and work of the society, renewing their enthusiasm and encouraging them to be actively involved in its programmes.
- Volunteers will have been motivated to take on active roles, and will feed back suggestions to the society as to how they could be better motivated and utilised.
- A national database of volunteers will have helped the society to better assign volunteers to programmes, drawing on specific and appropriate skills.

Expected Results for objective 4:

- The national Directors' Team at NHQ will have demonstrated more strategic decision making and reinforced linkages between the society's internal strengths and its external positioning (eg increased public fund-raising and volunteer mobilisation, leading to programmes with more impact).

### ***Finance Development Project***

**Goal** The overall goal of the project over the next two years is to complete the implementation of a Finance Development programme which provides a transparent system of accounting, with appropriate controls, and consolidation of financial information between Branches and the NHQ, and is able to produce accurate and timely reporting for external donors and internal management information purposes.

### **Objectives and Activities planned**

**Objective 1** To expand the computerised accounting system in the NHQ and in selected Branches.

Activities to achieve objective 1:

- Provide computer accounting systems to selected NHQ managers and pilot Branches.

- Conduct two training workshops for 35 participants each on the new accounts package.

**Objective 2** To further improve financial management and administrative procedures and train finance, non-finance and senior management in financial procedures.

Activities to achieve objective 2:

- Conduct specific training for 10 senior managers in strategic budgeting and financial planning and monitoring.
- Produce Internal Audit and Administration Manuals in three languages and train staff from NHQ and Branches in their use at two national workshops.
- Conduct refresher technical training for accountants at NHQ and Branches.
- Fund externally the salaries for one accountant, book keeper, and internal auditor at NHQ level; these will gradually be absorbed into the Society's core costs over a five year period.

### **Expected results**

Expected Results for objective 1:

- Managers at NHQ and selected Branches will be equipped with computer packages to help them consolidate and manage financial accounting and information more effectively, leading to more effective programmes.
- Personnel operating the new accounts package will be knowledgeable about their work and contribute to better financial information management throughout the society.

Expected Results for objective 2:

- The senior Directors Team will have knowledge of up to date financial planning and management tools and skills.
- An Internal Audit and Administration Manual will have been translated into three languages and distributed in sufficient numbers to all Branches and NHQ staff, with follow up training, resulting in the clearer application of control mechanisms at all levels in the society.
- Accountants at NHQ and branch levels will have exposure to the latest accounts tools and skills.
- The salary contributions for key accounts and audit staff will have been reviewed in order to begin a process of their absorption into the Society's core costs over an agreed number of years.

### ***Finance Resource Development Project***

**Goal** The overall goal of the project over the next two years is to develop clear and strategic Financial Resource Development policies and undertake their full implementation.

### **Objectives and Activities planned**

**Objective 1** To diversify existing income generating programmes and create sustainable new programmes.

Activities to achieve objective 1:

- Conduct a revenue generation workshop with professional facilitation, to diversify resource mobilisation techniques.
- Conduct and/or commission a review into the fund-raising and sponsorship potential in the corporate, business and company trusts sectors of the country.

**Objective 2** To intensify public fund-raising in the country.

Activities to achieve objective 2:

- Publish regular publicity materials, brochures and leaflets targeted at specific audiences about the Society's work and achievements.
- Publish newspaper supplements and produce videos to promote the Society's objectives and work, solicit donations, and increase the long-term donor and membership base.

**Objective 3** To develop awareness among international and national donors of SLRCS's work and programmes.

Activities to achieve objective 3:

- Conduct orientation meetings for national and international donors and organisations on the Society's work and mandates.
- Participate in donor and NGO co-ordination meetings at District and national levels.

### **Expected results**

Expected results for objective 1:

- NHQ and Branches will have developed a short, medium and long term resource mobilisation strategy using personnel with appropriate skills so that NHQ and branch core costs such as salaries can eventually be absorbed sustainably by locally raised income over a five year period. This would mean increasing local income by 20 per cent per year over the next five years.
- The society will have approached a specific number of corporate and business enterprises and begun a structured programme of fund-raising from this sector to make its programmes more locally supported and sustainable.

Expected results for objective 2:

- A wide variety of publicity leaflets, brochures and materials will have been produced and distributed in three languages, creating increased awareness of the Society's activities and contributing to a new public image and broadbased membership throughout the country.
- Newspapers will have carried regular supplements in three languages that help to disseminate information about the Principles of the Red Cross Movement and create understanding of the society's work. A video will have been used with specific audiences to motivate them to join the society and help it continue to diversify its sources of local fund-raising.

Expected results for objective 3:

- An increased awareness of the Society's programmes among the national and international donor community through structured orientation meetings will increase the funds made available to it for its longer term sustainability.
- The donor and local voluntary sector community will develop a set of strategic funding and non-funding partnerships with the society to increase the co-ordination of humanitarian assistance to vulnerable communities across the country.

### ***Information Development Project***

**Goal** The overall goal of the project over the next two years is to create an environment of acceptance for SLRCS as a leading humanitarian organisation and to improve the understanding of the Society's work among the public, Government and NGO sectors, in order to generate the fullest co-operation from all sectors.

### **Objectives and Activities planned**

**Objective 1** To develop a well-functioning and resourced Information Department.

Activities to achieve objective 1:

- Recruit one extra staff to the Information Unit whose costs would gradually be absorbed over three years into the core costs of the society.

**Objective 2** To develop and implement a strategic communications plan for the society, including long term relationship building with the media.

Activities to achieve objective 2:

- Conduct one residential workshop per year for media personnel and journalists to develop the relationship and image.

- Conduct a monthly media gathering at national level to brief journalists on the latest activities and programme impact.
- Facilitate media visits to Branches to witness and report on community-based programmes.

**Objective 3** To improve information management between the NHQ and the Branches as an integrated part of the wider branch development programme.

Activities to achieve objective 3:

- Recruit and train 25 District branch level Information Officers as an integrated part of the wider branch development programme.
- Produce a monthly Newsletter to increase the flow of information between Branches and NHQ.
- Produce a quarterly News Bulletin to inform external audiences of the work of SLRCS.

### **Expected Results**

Expected results for objective 1:

- The hiring of a second skilled media and communications professional will have improved the ability of the Information Unit to reposition the Society's image in a structured and managed way with key external audiences.

Expected results for objective 2:

- Media representatives will see the society as a reliable source of human interest material and show the positive impact of humanitarian work on a regular basis.
- Regular coverage of the Society's programmes by journalists in the print and electronic media will result in greater public and Government recognition, measurable by an increasing membership and flow of funds to the society.
- Six media gatherings will have been hosted by SLRCS in each of the two years to brief journalists on the activities and achievements of the society and on its role and mandate. Journalists will have actively sought media tours with SLRCS staff and volunteers to cover human interest angles showing the positive impact of programmes at community level.

Expected results for objective 3:

- District branch level Information Officers will be providing a regular flow of internal information between Branches and the NHQ to support the Society's external and internal communications strategy.
- Feedback from Branches will have been sought to continually improve the presentation and content of the monthly newsletter so that it serves a number of functions, including that of being an instrument for knowledge sharing, motivation, and shared learning between Branches and NHQ.
- The quarterly News Bulletin will increase knowledge of the society's work in targeted audiences and help to create a positive environment for the society's neutral mandate and programme work among a wide range of audiences.

### **Youth Wing Development Project**

**Goal** The overall goal of the project over the next two years is to create an environment in the National Society that attracts committed and active youth volunteers and members, gives them clear roles to play in the Society's overall programmes, recognises their contributions and makes them eager to remain with the society.

### **Objectives and Activities planned**

**Objective 1** To create a co-ordination mechanism for the Youth Wings of the society at all levels.

Activities to achieve objective 1:

- Recruit a National Co-ordinator, Youth, at NHQ.
- Form a Youth Task Force and Youth Subcommittee at national level.
- Recruit, orient and train 25 District Youth Co-ordinators and 125 Divisional Youth Co-ordinators.
- Hold one national training workshop for District Youth Co-ordinators per year.

- Conduct 25 one-day District training courses for Divisional Youth Co-ordinators per year.

**Objective 2** To recruit, orient and integrate Youth Wing members so that they play effective roles in all programme activities and in governance.

Activities to achieve objective 2:

- Form grass roots Youth Units (five units per five Divisions per 25 Districts) with members actively implementing the Society's programmes in first aid, disaster preparedness, and dissemination of the Red Cross Movement's Principles.
- Form 25 District Youth Federations to maximise shared learning, experience sharing and co-ordinated planning at District level.
- Form a National Youth Federation (10 representatives per 25 Districts) to plan, implement, monitor and evaluate the impact of focussed community based programmes.
- Conduct two annual exposure trips for seven young people per visit for structured learning and the active application of knowledge drawn from other Societies' Youth Wing development experiences in the region.
- Participation of seven young people in one international youth event per year.

### **Expected results**

Expected results for objective 1:

- A national Youth Co-ordinator will have given focus to the management of a national youth programme and facilitated both an internally coherent programme and external links with other youth organisations and the education services in country.
- The Youth Task Force will have sought the views of the District and Provincial Youth Units on improving the quality and focus of the youth programme's impact. The national Youth Subcommittee will draw in other youth related organisations and individuals, together with branch and NHQ level staff operational in the programme, to advise on policy development and the overall strategic direction of the programme.
- An active network of District and Divisional Youth Co-ordinators will be motivated to seek the active participation of youth members in all the ongoing activities of the society at branch levels.
- The Youth Co-ordinators will have been trained in the most current strategic objectives of the Federation's global youth programme and will share learning on an annual basis to continue to improve the impact of the programme.
- Each District will have held an annual training course of Divisional Youth Co-ordinators to motivate and orient them on the overall aims and outcomes of the youth programmes.

Expected results for objective 2:

- There will be 625 active Youth Units working at community level across the whole country, supporting and participating in the Society's overall programmes and thus strengthening its capacities to respond to first aid, disaster response and preparedness needs at community levels.
- District Youth Federations will have enabled Youth Units to collectively plan how to better co-ordinate their services and increase the impact of their activities. They will also participate in the overall governance of the society by electing representatives to a national Youth Federation that will have representation on the Society's Board of Governors.
- The national Youth Federation will have monitored and evaluated the countrywide impact of the Youth programme and contributed youth perspectives at the society's national governance level.
- Fourteen youth programme members will have brought back learning from the youth programmes of other National Societies in the region as a result of which the Sri Lankan programme will have improved its strategies and overall impact.
- Seven young people will have represented the SLRCS Youth Wing at international fora to contribute specific experiences and bring back policy initiatives and learning from international youth bodies within the Federation and other institutional youth fora.

### **Indicators**

- The number and the kind of training workshops undertaken.
- The number and type of participants trained.

- The number, kind 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.
- Utilisation 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 to a gradual decrease over the next five years of external salary funding.
- Amount of office support and the level of the society's maintenance capability.
- The number and variety of increased membership and the active participation of new members and volunteers in the society's overall programmes.
- The positive positioning of the society in the media and with specific audiences (e.g. the corporate sector, journalists, professional constituencies, the national and international donor community).
- The diversity of the sources of new funds raised by the society as a result of its policy to broaden the understanding of its work.
- The development of new strategic long-term partnerships with other local and international organisations with common humanitarian goals.

### **Critical assumptions**

- The National Society and its leadership maintain their current level of expertise and commitment to change.
- The 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 disaster relief operations.
- The political environment in the country remains conducive to the National Society's humanitarian work.

### **Monitoring and Evaluation arrangements**

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

- Regular monthly or quarterly reports (as is practical/advisable) to the regional delegation, the Federation Secretariat and to supporting agencies. These reports will be prepared by the Sri Lanka Red Cross Society and sent to the regional delegation, which will share them with relevant services in Geneva and supporting partners.
- Visits by regional delegation 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 the creation of some new key 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 forums, training workshops and, in the case of the Youth programme, federated Youth Units to monitor and improve programmes as a result of grass roots participation.

An evaluation process will be established by means of:

- An analysis of the regular progress reports.
- An analysis of regular monthly financial reports.
- A mid-term review of each programme after one year involving SLRCS staff and volunteers, regional delegation 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 two-year phase of each programme involving SLRCS staff/volunteers, regional delegation technical delegates/staff, representatives of supporting agencies, and if necessary external technical experts. .

[return to top](#)

## 2. Disaster Preparedness

### Background and progress to date

During 2000, through serious efforts by SLRCS itself, and with support from the Federation and ICRC, the National Society has continued to work in strategic partnerships with the Health and Education Ministries at many District levels, and with the Ministry of Defence in the conflict affected areas. This has been accompanied with a strategy to further increase good contacts and credibility with concerned Government Ministries and relevant authorities.

As part of the measures taken by National Society to improve its managerial and financial efficiency and transparency, SLRCS set up a Relief Committee in 1999. This substantially aided it in responding quickly to emergencies, both man-made and natural, and brought it to the fore during rescue operations after bomb blasts.

Building on two awareness-raising training workshops in 1999, the Federation and SLRCS developed District-level disaster preparedness training courses. The current programme aims at the successful systematic continuation of the training workshops with enhanced District penetration. It will also obtain large-scale, village-based data from which action plans for District or Provincial-level intervention will be developed. The programme will attempt to define 'vulnerability' in the context of Sri Lanka with recognition of the implications of the Sphere Project standards in preparedness planning.

The programme is the logical continuation of a concluded first phase, and will be implemented with the SLRCS taking over the entire process, with a Federation delegate acting only in an advisory capacity.

The overall Disaster Preparedness programme will further explore the definition of "Conflict Preparedness" through the development of a programme in conflict areas currently being supported by the ICRC.

**Goal** The overall goal of this programme over the next three to five years is to establish an efficient Disaster Preparedness Programme for SLRCS 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 parts of the population in disaster situations, in accordance with by the Government's definition of the SLRCS's role.

### Objectives and Activities planned

**Objective 1** To improve the Disaster Preparedness (DP) Programme of the Society.

Activities to achieve objective 1:

- Establish a national Disaster Preparedness Sub-committee in the SLRCS to coordinate the adoption of an overall DP policy for the Society and quality standards at national headquarters and branch levels.
- Recruit and assume the costs of a National Disaster Preparedness Coordinator who will improve the standards of national and branch activities, and oversee the production of a comprehensive DP Manual and training modules for community-based DP training and capacity building in three languages.
- Clarify the role of SLRCS in relation to Government and other NGOs' activities through increased networking and participation in Disaster Preparedness and Management Committees at national and District levels.
- Recruit and train volunteer and staff teams in 16 prioritised Districts to further train communities in preparedness and coping strategies.
- Conduct community-based hazard mapping in 16 prioritised Districts.
- Conduct refresher training for existing CBDP trainers, so they can share experiences and help develop the Society's DP Manual.

- Undertake community-based DP and first aid training in eight selected hazard prone sites in 2001 and in a further eight in 2002; this training will take an integrated approach to community health preventive and curative services, based on vulnerability and capacity assessment.
- Conduct orientation and training of other NGOs /Community Based Organisations (CBOs).

**Objective 2** To establish early warning systems in disaster prone areas.

Activities to achieve objective 2:

- Train volunteer teams in 16 Districts in early warning identification and community dissemination techniques.
- Conduct hazard mapping of the most vulnerable locations in the 16 prioritised Districts. The plans will be drawn into a national level DP plan by the National DP Coordinator.
- Supply low cost communications equipment and other items to the volunteer teams (mobile public address systems, sirens, helmets, tents, stretchers etc.) in collaboration with Government early warning mechanisms, if these are in place.

**Objective 3** To renovate and expand the number of existing warehouses.

Activities to achieve objective 3:

- Identify and renovate 16 warehouses (1 per prioritised District) in strategic locations close to hazard prone areas and ensure each warehouse has stocks and adequate supplies of non-food relief and rescue items for 100 families.
- Train 16 volunteer and staff teams -- one for each warehouse -- in procurement, stock control, and distribution logistics.

**Objective 4** To expand the National Society's ambulance services.

Activities to achieve objective 4:

- Provide seven ambulances to locations identified in prioritised remote and under-resourced vulnerable areas.

## **Expected results**

Expected results for objective 1:

- A 10 member national Sub-committee will have met 12 times per year and better coordinated the planning in Branches and NHQ departments, thus strengthening the strategic approach to DP throughout the Society's activities. Materials and standardised reporting formats will have been produced in 3 languages.
- A national DP Coordinator will have been hired, will have helped to coordinate a comprehensive DP Manual in 3 languages, and will have given strategic management support to branch level volunteer DP coordinators to help them implement their training plans with adequate resources. The post will be funded by the Society by the end of 2003 as part of its core costs. Two international training visits will have taken place in each year to strengthen the society's learning from other National Societies in the Region and from formal training institutions.
- An annual meeting with concerned Government Ministries coordinating Disaster Preparedness and Response will have clarified their expectations of SLRCS in the fields of DP and Disaster Response.
- 16 DP teams comprising of volunteers and staff will have been formed and be operational in 16 most disaster prone Districts. Each team of 60 members will be knowledgeable of the hazard profile of their District and the needs for well managed relief at times of disaster.
- Hazard mapping with community involvement will have been collated into a national Disaster Preparedness and Response plan in the Society, which will have been used to manage response and logistics better.
- Refresher training will have been given to community-based disaster preparedness trainers and their experiences will have been used to strengthen and revise the Society's Disaster Preparedness Manual, to ensure it reflects the real needs of vulnerable communities. The manual will have integrated components on Conflict Preparedness as a result of an ICRC supported programme to develop this capacity in Branches in conflict sensitive areas.

- 16 workshops on integrated CBDP, with health promotion, First Aid and Conflict Preparedness modules, will have been conducted and 960 participants will have been trained through this activity at the end of the two years, to enable them to further train members at community level.
- Communities will have developed a more locally sustainable set of skills to improve their coping mechanisms at times of disaster.
- 16 workshops will have been held (one in each District) to sensitize other NGOs and CBOs to SLRCS's approach to DP at community level, and to share experience. As a result more collaborative and integrated plans will have emerged at District levels, where SLRCS plans to avoid duplication and pool appropriate resources with other agencies responding to disasters.

Expected results for objective 2:

- Early warning systems will be in place in selected vulnerable communities and will be integrated into Government systems, so that communities have the opportunity to reduce the loss of life and assets in disasters.
- A set of local hazard maps will have been collated into a national map which will be shared with other agencies.
- The effectiveness of the early warning systems will have been demonstrated in some disaster responses and a survey of future improvements, recommended by the vulnerable communities themselves, will have been conducted.

Expected results for objective 3:

- Sixteen strategically positioned warehouses will have been renovated and stocked and have provided timely relief goods to local communities. A midterm review will seek to further strengthen the mechanisms of coordination and distribution and will incorporate community perspectives.
- The volunteer teams coordinating procurement and logistics will have contributed to an evaluation of the functioning of the warehouses and their views will have been sought on potential areas of improvement regarding logistics.

Expected results for objective 4:

- Locations will have been identified for seven new ambulances, and the impact of the vehicles in saving lives and facilitating urgent care will have been monitored to assess whether the location is the most strategic.

### **Indicators**

- The establishment and monthly functioning of the national DP Sub-committee.
- The appointment of a national DP Coordinator.
- Attendance at the annual joint planning meeting with Government officials.
- The involvement of the disaster affected communities in participatory processes of hazard mapping, review and evaluation of the community based aspects of the programme at regular annual intervals.
- Number of District-level workshops conducted.
- Number of participants trained.
- Preparation of a DP Training Manual, with an integrated Conflict Preparedness component, in 3 languages; the level of utilisation (number of copies).
- Quantity and quality of training transparency sets produced and translated into 3 languages.
- Quantity and quality of flip charts produced and translated into 3 languages.
- Quantity and quality of slides produced and translated into 3 languages.
- Quantity and quality of video copies produced and translated into 3 languages.
- Number and kind of external training courses provided and participants.
- Amount of refresher training provided and number of participants.
- Amount of joint collaboration with other NGOs/CBOs and the avoidance of duplicated programmes and activities.
- The number of warehouses used for practical relief item distribution and the ability of trained logistics teams of staff and volunteers to reach affected numbers of affected people with appropriate supplies.

### **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 described above and advanced skill training.

- 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 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 provide their full support to the implementation of this programme.

### **Monitoring and Evaluation arrangements**

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

- Regular monthly or quarterly reports (as is practical or advisable) to the South Asia regional delegation, the Federation Secretariat and supporting agencies. These reports will be prepared by the Sri Lanka Red Cross, and sent to the regional delegation from where they will be shared with relevant services in Geneva and/or supporting partners in country.
- Visits by South Asia regional delegation technical delegates and/or staff (institutional development and disaster preparedness delegates) 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.

A proper *evaluation* process will be established by means of:

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

[return to top](#)

## 3. Health and Care in the Community

### Background and progress to date

The Sri Lanka Red Cross Society began implementing Primary Health Care and HIV/AIDS projects as far back as 1991-93 but it was compelled to stop due to management problems. It undertook health programmes until 1998, carrying out small scale activities such as first aid, primary health care, blood donation, Shramadana (free labour), an ambulance service, and disaster response, demonstrating its ability and integrity under a new management elected in 1995.

Given its past track record of 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 in order to expand its overall health programmes and health management capacity by reviewing and reorganizing its existing material and human resources. By launching the envisaged health programme it will furnish a response to the current challenges facing the country, from public health issues to the armed conflict, and supplement Government efforts.

Apart from support by the ICRC to some health programmes in the conflict areas (see below), the Society does not receive funding from any UN agencies or any other international NGOs. Some Branches have good partnership arrangements with local and District Ministry of Health officials, under which Red Cross volunteers offer “extension services” to educate vulnerable communities about the Government health infrastructure, and motivate and help people to take advantage of community and family health services, including immunization programmes.

Today, the National Society has two integrated health projects as part of the cooperation and assistance programmes with ICRC, namely a first aid programme and an assistance programme to Branches in conflict areas running Mobile Health Services and Primary Health Care centres. These services, coordinated through the National Headquarters, include first-aid services, an ambulance service, blood donation, and medical and dental clinics.

The ICRC helps to train volunteers in first aid to the basic and advanced instructor level, and provides assistance to Branches to deliver first aid services for major religious, sports and cultural events, and to purchase basic first-aid equipment. This programme allows for a considerable wealth of experience and capacity building to flow to Branches’ first aid programmes in non-conflict affected areas.

For the past two years, the Canadian Red Cross, with ICRC technical assistance, has been supporting an SLRCS programme of 26 Primary Health Care Centres and 5 Mobile Health Clinics in the conflict-affected areas of the country. There is no other partnership with any organization with regard to health promotion and training in HIV/AIDS, Primary Health Care and Reproductive Health and no activities by other organizations, due to security concerns. This is where the Society, through its operational Branches in these areas, wants to make a difference.

The International Federation works closely with the National Society and ICRC in joint planning and programming to ensure that the overall improvement of standards in programmes in both conflict and non-conflict areas is addressed in a coherent and coordinated way. It also ensures that learning from the successful health programmes in the conflict areas can be transferred to other parts of the country.

Following a reassessment of the vulnerable populations and their needs throughout the country’s non-conflict areas, the Society has drawn up a forward looking Strategic Plan to develop a sustainable range of preventive and curative community health services, including disaster preparedness components. The programme should further improve the Society’s strategic positioning as a promoter of health services.

The Society’s branch network, directed by National Headquarters, will implement the project across the country over the next two years. Paid officers will be used at NHQ and trained volunteers at District level.

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. It will have four components:

- HIV/AIDS education
- Reproductive Health
- Primary Health Care
- First Aid.

**Goal** The overall goal of this programme over the next three to five years is to conduct preventive health care promotion among the most vulnerable and to provide health services to them through a consolidated and strategically managed health programme.

## **Objectives and Activities planned**

**Objective 1** To strengthen the Society's overall health management capacity.

Activities to achieve objective 1:

- Undertake a review, with the Federation's Regional Health Delegate, of the Society's overall health management capacity, policies and programmes and an analysis of the health training modules and training capacity at the NHQ and Branch levels, in order to improve their quality and impact.
- Establish a national Community Health Services Sub-committee to oversee the development of coherent quality and standards of health service provision at NHQ and Branch levels.
- Appoint a Community Health Services Coordinator at National Headquarters within the first six months of the project period.
- Appoint, train and deploy 10 District community health officers within two years to 10 prioritized Districts with a high health vulnerability profile, following an external health vulnerability analysis; training will be in public education messages on communicable diseases, and on preventive and curative issues related to First Aid, HIV/AIDS, Reproductive Health and Family and Child Care, and Family Planning.
- Recruit and train 100 community health workers at District level within two years (10 in each prioritized District) to conduct local community-level health promotion and awareness campaigns on communicable diseases, and on preventive and curative issues relating to First Aid, HIV/AIDS, Reproductive Health and Family and Child Care, and Family Planning.

**Objective 2** To increase public awareness of communicable diseases, and prevention and curative activities in the fields of First Aid, HIV/AIDS, Reproductive Health, Family Planning, and Primary Health Care.

Activities to achieve objective 2:

- Conduct training as trainers for 100 Community Health Workers (CHWs).
- Public awareness drives in 10 prioritized Districts: training youth, existing members and community volunteers as peer educators on communicable disease control with health education materials in 3 languages. (2,400 community based training sessions per year). Subjects as follows:

Educational programmes on HIV/AIDS for schools, youth clubs and community-based organizations at the rate of 10 per District per year. Total number of programmes: 100 in 2001 and 100 in 2002.

Educational programmes on Reproductive Health for community-based organizations and youth clubs. Ten per District per year - 100 programmes in 2001 and 100 in 2002.

Educational programmes on PHC for schools and community-based organizations. Ten per District - 100 programmes in 2001 and 100 in 2002.

Training for community-based organizations, schoolchildren and youth in Basic and Advanced First Aid. Ten per District - total of 100 in 2001 and 100 in 2002.

- Increase the existing safe drinking water and environmental sanitation programme by expanding it to 100 new locations (10 per prioritized District). Maintenance and/or construction of 10 clean water sources (wells, pumps etc.) in each of the 10 prioritized Districts.

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

The activity to achieve objective 3 is to renovate 10 Primary Health Centres, one in each priority District (5 in 2001, 5 in 2002), including provision of basic training materials to each centre; provision of educational and information materials in 3 languages (print and audiovisual); and provision of racks, tables, chairs, etc.

**Objective 4** To develop an active HIV/AIDS awareness programme.

Activities to achieve objective 4:

- Analyze the programmes of the government and other NGOs on HIV/AIDS education to avoid duplication; identify an added value role for SLRCS.
- Establish an HIV/AIDS sub-committee at national level to oversee the development and implementation of an SLRCS policy and programme.
- Appoint a national HIV/AIDS programme coordinator to develop quality standards and manage the overall training programme, modules, updated publicity materials and networking with other agencies and the Government.
- Conduct training to sensitize Branch leaders to the HIV/AIDS programme and prevention activities.
- Prepare and distribute public health education materials on HIV/AIDS in three languages.
- Recruit and train 250 youth peer educators from the Junior Red Cross/Red Cross Youth to conduct 12 education sessions in their community (one per month per educator -- 3000 education sessions per year).

### **Expected Results**

Expected results for objective 1:

- The SLRCS will be in a position to review its health management capacity and positioning versus other Government and voluntary organizations' health service provisions.
- Through the establishment of a Community Health Services Sub-committee supervising the Community Health Services Unit at NHQ the Society will better coordinate projects on HIV/AIDS, First Aid, PHC and Reproductive Health throughout the country.
- Through the appointment of a National Community Health Services Coordinator the Society will have strengthened its approach to developing common quality standards in health service provision, and will be better able to interface and dialogue on health-related issues with the Government, international and national NGOs and UN organizations. In addition, it will continue to use its fully-equipped health training centre at NHQ which was refurbished in 1999.
- There will be 10 well-trained District Community Health Officers to coordinate HIV/AIDS, Reproductive Health, PHC and First Aid programmes.
- There will also be 100 well-trained Community Health Workers recruited at District level and working within and close to vulnerable communities to improve their own management of health environments and standards on a more self-sustaining basis through health education programmes for all age groups.

Expected results for objective 2:

- One hundred well-trained, Community Health Workers at District levels (10 per prioritized District) will educate the community on PHC, First Aid, HIV/AIDS and Reproductive Health, using standardized and high quality health education materials translated into three languages.
- Communities will have been educated about HIV/AIDS, First Aid, and Reproductive Health to improve their health status and develop integrated and sustainable coping mechanisms for disaster preparedness, through materials (both printed and audiovisual) in all 3 languages.
- 100 water sources will have been maintained by the community on a sustainable level following safe drinking water and environmental sanitation programmes conducted at community level by the CHWs, who will also monitor the change in health conditions of communities using the water sources.

Expected results for objective 3:

- There will be ten fully-equipped PHC centres by the end of 2002 to provide information for the general public, the community, community-based organizations and clients who attend PHC centres regularly. As the government health authorities hold clinics quite often in the Society's existing Centres for Maternity and Child Health, Family Planning, Immunization and Nutrition, this provides a good basis for scaling up the programme with confidence that successful models are already in operation.

Expected results for objective 4:

- SLRCS will have identified a clear niche for its HIV/AIDS awareness programme in the context of the work of the government and other organizations.
- A national HIV/AIDS prevention sub-committee will develop common community based health education standards and strategies and will network with other HIV/AIDS awareness networks within and outside the South Asia Region (including Sister National Societies working on this issue).
- A national HIV/AIDS Coordinator will bring to the Society at NHQ and Branch level the latest learning and experience from other institutions to develop a strategic programme and manage its day-to-day implementation (including conducting training for staff and volunteers such as the 100 Community Health Workers).
- Branch leaders will have been sensitized and will be encouraged to develop Branch level sustainable and integrated HIV/AIDS awareness programmes in 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, drawing on successful materials from other National Societies and local organizations, which will also have been produced in three languages.
- 250 peer educators from the Red Cross Youth and Junior Red Cross will have been trained, so that they can play an active role in the peer dissemination programme.

### **Indicators**

- Review of health management capacity and programme standards will be conducted and recommendations for further strengthening of management and programme quality will be decided upon by the Board of Governors of the Society.
- Establishment of a Community Health Services Unit, a national Sub-committee on Community Health Services, and appointment of one National Coordinator by the Secretary General and Director of Development will have been achieved within the first six months of the project. This Unit is responsible for coordinating the project at national level.
- A good rapport with the Government, NGOs, UN, etc. on health-related matters such as HIV/AIDS, PHC, First Aid, Family Planning, etc.
- Creation of a set of training modules at NHQ to provide training on HIV/AIDS, PHC, First Aid and Reproductive Health in three languages.
- Provide all necessary training, information and education materials to Districts for their training in 3 languages.
- Training of the 10 District Community Health Officers.
- Educational programmes by 100 Community Health Workers for schools, community-based organizations and the general public on HIV/AIDS, PHC, Reproductive Health and First Aid as follows:
  - 100 HIV/AIDS programmes
  - 100 PHC programmes
  - 100 Reproductive Health programmes
  - 100 First-Aid programmes.
- National HIV/AIDS Sub-committee and the appointment of a national HIV/AIDS Coordinator to oversee the production of a standardized national set of training modules and materials in 3 languages, and the training of 250 youth peer educators.
- 10 PHC centres will be turned into fully-equipped educational and information centres for PHC, HIV/AIDS, First Aid and Reproductive Health by the end of 2002.

### **Critical assumptions**

- Availability of resources to carry out this project for the full two-year period.
- The National Society is able to appoint suitably qualified senior staff at the National Coordinator level to add strategic and technical skills to its existing health capacity.
- The Society reshapes its long-term sustainability plans to absorb the extra personnel into its infrastructure, addressing this in future resource mobilization plans at both national and branch levels.

### **Monitoring and Evaluation arrangements**

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

- The Director of Development will monitor the work of the National Coordinators for Community Health Services and HIV/AIDS.

- The National Coordinator of Community Health Services will monitor the 10 District Community Health Officers.
- The 10 District Branches will monitor the activities of their District Community Health Officer.
- The 10 District Community Health Officers will monitor the activities of their 10 District Community Health Workers.
- District Branches will also monitor the activities of their 10 District Community Health Workers so that the following reporting line is in place:
  - Secretary General
  - National Community Health Services Committee
  - Director Development
  - National Co-ordinator (Community Health)
  - District Branch
  - District Community Health Officer
  - District Community Health Workers.
- The national Sub-committee on HIV/AIDS and the national HIV/AIDS Coordinator will follow the same reporting line as above.

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

- Progress review meetings will be held each month at NHQ for District Community Health Officers, conducted by the National Coordinators and Sub-committees for Community Health Services and HIV/AIDS respectively.
- Progress will be reviewed at monthly District committee meetings conducted by the District Branch committee.
- Progress reports will be sent by each Community Health Worker on a monthly basis to the District Community Health Officer.
- The District Community Health Officer will submit monthly progress reports to the National Coordinator for community health services.
- The District Community Health Officer will visit the field and evaluate the activities of the 10 District community workers.
- The National Coordinator for Community Health Services and for HIV/AIDS will evaluate the work at District level.
- Mid-term evaluation, annual evaluations and project evaluation at the end of the second year will be carried out by the National Sub-committees and Coordinators on Community Health Services and HIV/AIDS respectively.

[return to top](#)

## 4. Promotion of Humanitarian Values

### Background and progress to date

During the strategic planning process undertaken by the SLRCS, which set the vision for the society's activities for the next two years, the programme for promoting the Fundamental Principles was prioritised as an important precursor to enabling the society to carry out its work with the support of all other actors in the external environment.

Given the long term nature of the conflict in the North and East of the country, the society, with the support of the ICRC, has been involved in the past few years in dissemination activities through its branches and its Branch Dissemination Teams. These meet regularly at national level to co-ordinate the planning and monitoring of activities.

The programme presented here is designed to support the expansion of the society's critically important dissemination work.

A joint planning exercise took place in 2000 between the Federation and ICRC Delegations and the National Society 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 document reflect only those activities being funded by the Federation in support of the Society's overall programme -- informing the public, the media and the voluntary sector of the society's mandates. The overall dissemination budget is shared with ICRC, which enables branches in the conflict areas to carry out their work, and also works with the society to provide dissemination training to the parties involved in the conflict.

**Goal** The overall goal of this programme over the next three to five years is to increase public familiarity with the Red Cross and Red Crescent Movement and its Principles and thereby to improve understanding in government circles, NGOs and other organisations, and the general public of the National Society's independence and neutrality in its humanitarian work.

### Objectives and Activities planned

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

Activities to achieve objective 1:

- Disseminate information on the Movement to NGOs and community based organisations and hold three national-level orientation workshops, for 15 NGOs (national and international) during 2001, and another three during 2002.

**Objective 2** To increase awareness in the Social Services Ministry and among other relevant government authorities of 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 in printed and audio-visual form in three languages and distribute to the public, NGOs, media, and key government ministries in a planned and phased strategy.
- Establish a committee to co-ordinate dialogue and dissemination within government services.

**Objective 3** To improve the orientation of staff and volunteers on the Fundamental Principles and Humanitarian Values through a more regular internal communications flow.

Activities to achieve objective 3:

- Increase orientation training for all members and volunteers by holding one orientation session on the Fundamental Principles and the role of the Movement and the SLRCS per year in each District Branch for new and existing members.

### **Expected results**

Expected results for objective 1:

- Three national-level orientation workshops, each for 15 NGOs will have been held during 2001, and another three during 2002.

Expected results for 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 three languages and distributed to the public, NGOs, media, and key government ministries.
- 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.

Expected results for objective 3:

- One orientation session on the Fundamental Principles and the role of the Movement and the SLRCS will have been conducted per year in each District Branch to provide orientation to new and existing members.

### **Indicators**

Number of national and District-level orientation workshops conducted.

- Number of participants trained.
- Written and audio-visual publicity materials produced and distributed and extent of utilisation (number of copies ordered).
- Number and kind of external training courses provided and number of participants.
- Amount of refresher and induction orientation training provided and number of participants.
- The existence of a National Sub-committee and the number of positive interactions and follow-up plans agreed with the government.
- Continuation of an integrated approach, whereby the ICRC, the Federation and the National Society ensure planning and monitoring of activities, particularly through the SLRCS Dissemination Committee which is already active in consolidation at national level.

### **Critical assumptions**

- The National Society continues to build clarity with the authorities about its 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 regional 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 programmes on the Fundamental Principles.
- 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.

### **Monitoring and Evaluation arrangements**

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

- Regular monthly or quarterly reports (as is practical or advisable) to the South Asia regional delegation, the Federation Secretariat and supporting agencies. These reports will be prepared by the SLRCS and sent to the delegation for further distribution.
- Regular joint planning and evaluation meetings with ICRC in country, to ensure co-ordinated approaches to supporting the Society's overall dissemination programme.
- Visits by regional delegation 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:

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

[return to top](#)

<b>DELEGATION: SRI LANKA</b>					
<b>PROGRAMME</b>	<b>DP</b>	<b>Health &amp; services</b>	<b>Human. values</b>	<b>IDRD</b>	<b>TOTAL</b>
Shelter & construction	28,379	0	0	0	<b>28,379</b>
Clothing & textiles	0	0	0	0	<b>0</b>
Food & seeds	0	0	0	0	<b>0</b>
Water	0	49,991	0	0	<b>49,991</b>
Medical & first aid	0	0	0	0	<b>0</b>
Teaching materials	0	10,915	0	0	<b>10,915</b>
Utensils & tools	13,100	0	0	0	<b>13,100</b>
Other relief supplies	17,464	0	0	0	<b>17,464</b>
<b>Sub total supplies</b>	<b>58,943</b>	<b>60,906</b>	<b>0</b>	<b>0</b>	<b>119,849</b>
Land & Buildings	0	10,915	0	0	<b>10,915</b>
Vehicles	0	15,281	0	0	<b>15,281</b>
Computers & telecom	0	3,275	0	33,837	<b>37,111</b>
Medical equipment	4,366	0	0	0	<b>4,366</b>
Other capital expenses	7,859	0	0	0	<b>7,859</b>
<b>Sub total capital</b>	<b>12,225</b>	<b>29,471</b>	<b>0</b>	<b>33,837</b>	<b>75,532</b>
Programme management	16,183	18,941	7,834	25,562	<b>68,520</b>
Technical services	4,844	5,670	2,345	7,652	<b>20,511</b>
Professional services	5,372	6,288	2,601	8,486	<b>22,747</b>
<b>Sub total programme support</b>	<b>26,400</b>	<b>30,899</b>	<b>12,780</b>	<b>41,700</b>	<b>111,779</b>
<b>Transport &amp; storage</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,310</b>	<b>1,310</b>
Personnel (delegates & expatriates)	2,188	2,188	0	4,376	<b>8,753</b>
Personnel (local staff)	122,968	111,400	40,132	218,822	<b>493,322</b>
<b>Sub total personnel</b>	<b>125,157</b>	<b>113,588</b>	<b>40,132</b>	<b>223,198</b>	<b>502,075</b>
Travel & related expenses	4,781	14,975	11,635	11,133	<b>42,525</b>
Information expenses	917	2,729	46,492	46,898	<b>97,035</b>
Expert fees	0	5,239	0	1,746	<b>6,986</b>
Admin. - general expenses	11,578	23,092	5,141	19,268	<b>59,079</b>
Training workshops / seminars	0	0	0	0	<b>0</b>
<b>Sub total travel, training, general exp.</b>	<b>17,276</b>	<b>46,035</b>	<b>63,268</b>	<b>79,045</b>	<b>205,625</b>
<b>Total budget</b>	<b>240,000</b>	<b>280,899</b>	<b>116,180</b>	<b>379,090</b>	<b>1,016,169</b>