

# Appeal 2003-2004



International Federation  
of Red Cross and Red Crescent Societies

## SRI LANKA

### Appeal no. 01.57/2003

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

	2003 (In CHF)	2004 (In CHF)
1. Health and Care	452,351	371,400
2. Disaster Management	185,175	119,000
3. Humanitarian Values	35,911	29,445
4. Organizational Development	509,137	357,000
<b>Total</b>	<b>1,182,573</b>	<b>876,845</b>

### Introduction

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 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, eight per cent Muslim, and seven per cent Christian.

The 20-year-old civil war between the government and the Liberation Tigers of Tamil Eelam (LTTE) has caused over 60,000 deaths and seriously undermined the country's enormous development potential. On 22 February 2002, however, the United National Front (UNF) government entered into a formal ceasefire agreement with the LTTE, paving the way for a build up to the fourth round of peace talks within the last twelve years which began in Thailand in September 2002. Although commentators note the continuing fragile nature of the negotiations, the first round of talks ended with positive indicators including the proposal for three further rounds of talks between the end of October and January 2003. These talks will focus on ceasefire implementation rules, refugee settlement and North East regional rehabilitation issues, and the initial contours of an interim administration for the North East.

With the possible return of the 1.3 million people, or approximately seven per cent of the total population, who were displaced from their homes by the conflict, the government has appealed for international assistance to rehabilitate the war-ravaged areas of the north and east of the country. The inclusion of a representative in the government's delegation to represent the interests of the Muslim community in the North East recognized that the aspirations and rights of the Muslim community will need to be ensured in a durable peace.

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**USD 812,000 or EUR 802,000.**

**These are preliminary budget figures for 2004, and are subject to revision.**

The political environment remains volatile. The debates are focusing on the 19th amendment to the constitution which proposes to reduce the powers of the president to dissolve Parliament at the expiration of one year since the last general election was held against the wishes of a parliamentary majority. Commentators note the threat to the continuation of the peace talks and the possibility of the dissolution of Parliament.

The Gross Domestic Product (GDP) growth is expected to record a weak recovery to 3.5 - 4 per cent in 2002 and strengthen in 2003 as export demand recovers. It is expected that the current account deficit will fall from 4.7 per cent of the GDP in 2002 to 3.6 per cent in 2003. However, earnings from agricultural and industrial exports fell by 7.2 per cent and 13.4 per cent, respectively, by the end of 2001, leading to the government seeking US\$ 800 million at the meeting of the international lending agencies donor group which took place in June 2002.

Life expectancy in Sri Lanka is 73 years of age. Only about 57 per cent of the population have access to safe water. Adult literacy is around 93 per cent for males and 83 per cent for females. Inflation remained high with consumer price inflation moderating 8 to 9 per cent for the 12 months ending in August 2002.

The UN Human Development Report (UNHDP) for 2002 indicates the progress which each country has made towards the below millennium development goals:

- eradicate extreme poverty and hunger;
- achieve universal primary education;
- promote gender equality and empower women;
- reduce child mortality; and
- ensure environmental sustainability.

Sri Lanka's progress in relation to these goals and their different indicators are either "on track" or "achieved". Sri Lanka is ahead of the other countries in South Asia in this respect.

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 of rain annually, leading to widespread drought and food shortages, and making it necessary to undertake irrigation agriculture.

The overall goal of the International Federation's 2003-2004 Appeal is to help the Sri Lanka Red Cross Society (SLRCS) 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:

- improving the characteristics of a well-functioning national society (national society);
- delivering responsive and focused programming; and
- working effectively with others.

## **Country Strategy**

In the context of the twenty-year conflict in Sri Lanka, the International Committee of the Red Cross (ICRC) remains the lead agency for the International Red Cross and Red Crescent Movement in the country. However, the emerging potential peace process brings many opportunities for extending

humanitarian work. It provides an important moment for the Sri Lanka Red Cross and all members of the Movement to re-evaluate the roles that they could play in the country as a whole.

The society's key strengths include the nation-wide network of branches and volunteers who deliver recognized services in both the conflict and non-conflict affected areas, and a structure which reflects all communities in its governance and management. Along with support from the Federation and ICRC, the national society has prioritized the need for a formal Red Cross Incorporation Act as a next step towards formalizing its legal base in country. This Act will further define its clear mandates within the country in terms of its auxiliary to the government.

The Federation and ICRC delegations have coordinated their support to the SLRCS over the past few years to enable it to recover from complex internal governance issues in the earlier 1990s. Aiming to ensure that the society can play an effective role, this support was focused for the past two years on a new constitution that meets the Federation's global standards and addresses separation from governance and management. This was followed by intensive orientation of the society's members to 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 governmental and non-governmental institutions.

The investments in the internal reorganization, including the election of a newly constituted Central Governing Board, appointment of new senior management staff, and support for reorganization of the national headquarters (NHQ) structure, are aimed at assisting the Sri Lanka Red Cross to play renewed roles in the external environment. A growing number of organizations see the Sri Lanka Red Cross as a potential valuable partner with its nation-wide profile of services. To challenge some remaining negative impressions and help it communicate about the added value of its services more visibly, the Federation supported the Sri Lanka Red Cross in building a strategic relationships with the media, governmental ministries, diplomatic and aid missions, and other external humanitarian organizations and networks.

The new Central Governing Board (CGB) in the SLRCS prioritized the development of the next five-year strategic development plan, a process that will be actively supported by the Federation and ICRC. It will include updated vulnerability analyses from the society's current community based programming and volunteers' perspectives. This plan may in due course form the basis for a Cooperation Agreement Strategy (CAS) to further harmonize coherent support from a wider body of partners to strengthen the range of services delivered by the Sri Lanka Red Cross (*please also refer to the Red Cross and Cross Crescent priorities section*). The cooperation between the Federation and ICRC delegations remains active. The three components of the Red Cross and Cross Crescent Movement in country have drafted the first global example of a "Tri-lateral" Memorandum of Understanding (MoU). The MoU aims to achieve collective impact of Red Cross and Cross Crescent Movement resources on the lives of the vulnerable as set out in the global "Red Cross and Red Crescent Strategy for the Movement". Upon final approval and signing, it will be presented to Red Cross and Cross Crescent partners of each institution as a strategic framework for Movement cooperation in country.

## **National Society Priorities**

The Sri Lanka Red Cross is an organization 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 necessitated a new approach to integrated and strategic management skills which link all programmes together into a more holistic approach. The society needs to improve its

internal knowledge management systems to translate experiences between branches, and from branches to and from the NHQ.

Services continue to be delivered even though the society needs to improve its system of assessing external vulnerabilities to more uniform standards across all branches. The need for stronger programme management skills is a clear priority, and a series of new appointments at the director level 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 new emphasis on a long-term approach to fund-raising and on a resource mobilization programme should enable this situation to change.

In spite of its challenges, the Sri Lanka Red Cross continues to build its capacities in the core programme areas of disaster management (incorporating both disaster preparedness and response), health and care in the community, the promotion of humanitarian values, and organizational development. The ICRC Cooperation programmes continue to support the society in increasing its capacities in conflict preparedness and response (as integrated components of disaster preparedness and response), promotion of the Red Cross law and the fundamental principles of the Movement, and re-establishing family links (previously called tracing).

The Sri Lanka Red Cross plans to further develop management skills of its governance, management, staff and volunteers. This accompanies the society's new priority of strengthening the services delivered at community level by adopting a new overall branch development strategy in 2003 and 2004. The society plans to increase its programmes and use them as the means to bring about organizational development by further strengthening of its branch network services, and the roles and skills of the active volunteers.

The community-based programmes of the Sri Lanka Red Cross increased their emphasis on the long-term reduction of risk and an improvement of self-sustainability of vulnerable people. Two successful examples of this are the communities' involvement in assessing their own health needs in the health programme, and the DP needs and plans identified by vulnerable communities in the DP programme. Such programmes form part of the Sri Lanka Red Cross's plan to help vulnerable people advocate better for their own needs and access more effective long-term services from all relevant institutions in the future.

The recruitment of 128,000 new members during 2002 was an important achievement. The orientation and induction of these new volunteers is a priority in expanding the society's branch services. To achieve the integration of these new human resources, the society aims to consolidate volunteer and management structures at both NHQ and branch levels.

The new Central Governing Board elected by the General Assembly in July 2002 prioritized preparation of a new participatory planning process for early 2003 to enable all levels of the national society to contribute to the next five-year strategic development plan. Other immediate actions included: the appointment of a new director general as the head of the management team; the appointment of two new directors of disaster management (DM) and fund-raising and communications, respectively; and the establishment of new policy making committees in health and disaster management which include internal and external representation that will build strategic links between the society and government and non-governmental institutions (NGOs).

A strong national youth wing was initiated. This includes a self-sustaining governance structure and youth representation at all levels of governance. Investing in future leadership, and emphasising gender equity and management development for all volunteers and staff were developed as clear objectives of the human resource development (HRD) programme.

The Sri Lanka Red Cross introduced a new emphasis on advocacy. It is further consolidating its networking with key governmental institutions in order to highlight the needs of the vulnerable. The successful drought relief operations in 2001 and 2002 demonstrated to the Sri Lanka Red Cross the impact it can achieve in using its existing programmes to encourage others to increase effective relief to vulnerable populations. There will be a continued need for an advocacy strategy to call for a national DM 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 TB and malaria services in-country. In a similar manner, the society's DM committee includes representation from the Ministry of Social Services' National Disaster Management Centre, and the society's youth committee is initiating dialogue with the youth ministry in contributing to the development of the country's national youth policy.

There are a number of new positions within the budget for 2003 and 2004. The society's new fund-raising and communications team will be tasked with raising sustainable in-country funding sources through public and corporate fund-raising campaigns. The task is to absorb the salary costs into the core structure over the next two to three years.

### **Red Cross and Red Crescent Priorities**

The Sri Lanka Red Cross five-year plan is the basis for the CAS. The first CAS in Sri Lanka was produced in 2000. The purpose of the CAS process is to strengthen the country's strategic planning and to provide coordinated assistance to capacity building of the national society. The society plans to develop its next five-year development plan in early 2003. Once developed, this will be used as the foundation for a second CAS process probably in late 2003 or early 2004.

The SLRCS has started to enjoy a wider variety of support from partners within the Red Cross and Cross Crescent Movement. The current partnership profile includes: support from the Japanese Red Cross and the Federation's global capacity building fund for organizational development work; the Canadian Red Cross for the pilot community based health care (CBHC) programme; the Spanish Red Cross for the bilateral European Community Humanitarian Office (ECHO) supported community based disaster preparedness (CBDP) programme in eight flood-affected districts; and the Korean Red Cross for the bilateral first aid training programme in 17 branches.

The Sri Lanka Red Cross also attracted support from a wide range of Red Cross and Cross Crescent Movement partner societies for its relief operations which enabled it to deliver effective humanitarian relief supplies to those affected. This work, accompanied by advocacy strategies and media coverage, assured the Sri Lanka Red Cross and the Federation a respected position among the non-governmental and donor communities, the key governmental ministries, and the public.

There is an in-country need for the Sri Lanka Red Cross, the Federation and the ICRC to agree to a strategic framework for harmonized information sharing and planning (as outlined in the draft of the trilateral MOU) due to changes in the external humanitarian environment. The preliminary steps in the emerging peace process leave many scenarios open. In May 2002, an important joint trilateral branch assessment exercise was conducted by the Sri Lanka Red Cross, the ICRC and the Federation with five northern branches, located in the most conflict affected areas, in order to help them identify their short, medium and long term needs. As a result, the Spanish Red Cross initiated a programme with ECHO funds to support the society's programmes in three branches in the conflict-affected areas to implement some initial water and sanitation services to returnees.

It is a strategic concern of all three components to ensure that the development needs of all 25 district branches are viewed the same, and not to assume separate needs in those branches which were most affected by the conflict. The results of the branch assessment exercise and the self-assessment tools which were developed there will be the platform for broad-basing the exercise to other branches throughout the country so that a comprehensive branch development programme can be developed and supported in a uniform and coherent manner to deliver more targeted and effective services.

There is an urgent need for further resources from partners to support the scaling up of the valuable work conducted by the Sri Lanka Red Cross across the country. The society learned it can strengthen its organizational development through programme development (e.g. the analysis of the needs of the vulnerable leading to organizational diagnosis, strategic planning, implementation through strengthened volunteer management, to new leadership, systems and structures to organize programmes around the identified community needs, and ending in strengthened monitoring and evaluation systems). With the leadership of the national society being committed to change, there is a need for support to encourage the society to further build and increase its positive position.

### **Priority Programmes for Secretariat Assistance**

The Federation plans to support programme development of the Sri Lanka Red Cross in 2003 and 2004 by 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.

*Programme Goal:* To contribute to developing models of self-sustaining community based health care programmes across the country and thereby advocate for changes in policies and practices so that vulnerable communities gain more effective access to health services.

#### ***Disaster Management***

- strengthening the disaster management capacities of the national society by consolidating and expanding models of community-based DP plans and integrating conflict preparedness with support from ICRC.

*Programme Goal:* Reduced impact of disasters on vulnerable people 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.

#### ***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 Red Cross and Cross Crescent Movement within it, and offer support to the work of the SLRCS.

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

#### ***Organizational Development***

- stronger capacities in the national society in terms of human, technical and financial resources.

*Programme Goal:* The needs of vulnerable communities in Sri Lanka were identified and addressed by stronger capacities in the national society to manage its human, technical and financial resources - at the NHQ and branch levels - in a coordinated and sustainable manner.

#### ***Federation Co-ordination***

- facilitating assistance to mobilize long-term and coordinated support from all Red Cross and Cross Crescent Movement and external partners in order to increase humanitarian services.

*Programme Goal:* An agreed Cooperation Agreement Strategy will mobilize long-term and coordinated support from all Red Cross and Cross Crescent Movement and external partners for its programmes in order to have an impact on the humanitarian environment across the whole country.

#### ***International Representation***

- ensuring increased understanding and support for the needs of vulnerable people by coordinating international advocacy messages on their behalf.

*Programme Goal:* The needs of vulnerable people in Sri Lanka were met in part through the Sri Lanka Red Cross and Federation supported programmes. This is as a result of increased understanding and response in the donor and governmental sectors due to the Federation's international advocacy efforts on their behalf.

The Federation will continue to ensure that the overall approach to branch and NHQ capacity building continues in a harmonized and coherent manner with ICRC and other bilateral partners (building on the many joint review and planning exercises that took place in 2001 and 2002).

## **1. Health and Care W [<Click here to return to the title page>](#)**

### **Background and achievements/lessons to date**

The appointment of the national director and coordinator of health in late 2001 brought new strategic direction to the national society's health programming. The society is beginning to develop a more responsive set of health services based on vulnerability assessments. There are many examples of health service work at branch levels which remain undocumented, isolated, and unintegrated into an overall health management structure that unites local needs with national level programme development.

New pilot projects were, however, introduced to identify community based approaches to need identification and self-empowered health care. These programmes initiated an important set of links with a variety of external health institutions, and services of the SLRCS were then integrated at community and national levels. These links led to many new ideas for expanding the society's health services to complement approaches from other institutions.

The pilot community-based health programme supported by the Canadian Red Cross in one district (Kurunegala) made significant progress in demonstrating a model of community self-assessment of needs. The Sri Lanka Red Cross' district community health worker developed a training curriculum to train the community health volunteers in the assigned pilot districts in collaboration with the government's health directors and medical officers. The volunteers are from vulnerable communities, and their selection will be gender balanced.

Once the initial pilot phase is successfully completed by the end of 2002, the health unit aims to ensure the sustainability of the project in the other pilot districts in 2003. An expansion of this model is also planned into two other districts in 2003 and 2004. Lessons learned showed that community participation, using local resources and the Sri Lanka Red Cross trained volunteers and staff, is

welcomed by governmental health officials as one which can be integrated into and strengthen the government's health infrastructure, therefore; positively improving the health standards of the vulnerable population.

This pilot community health programme is implemented at a community level with the participation of the community. It is using Red Cross volunteers as catalysts, trainers, educators, motivators and social mobilizers. Through education and training, the community learns about the four components of the project:

- HIV/AIDS education;
- Reproductive health;
- Primary health care; and
- First aid.

The programme helps the society deliver its vision of training community based health workers and therefore enabling communities to manage their own health environment more sustainably. It provides effective and unique public health education and disease prevention programmes in a manner which complement the government's provision but advocates for their further targeting of needs to vulnerable communities. It is hoped that this pilot project can be promoted by the regional health delegate as a model for consideration by other national societies in South Asia.

The health unit, establishing a strong link with the government's health structure and working relationships with health directors on the national and provincial levels, seeks to avoid duplication of activities and maximize the potential impact of the health programme. The key officials in the government's health departments pledged their full support and cooperation, which will lead to a long-term sustainable relationship and enable coordinated services to reach the most vulnerable populations.

A current weakness is the lack of knowledge sharing between these valuable service delivery programmes and health programmes to other branches across the society. For example, there is important learning taking place on preventive and curative community based health programmes in the conflict affected areas of the country. The health unit is exploring how best to utilize this experience. The preliminary ideas are for linking, For example, linking the ICRC and Canadian delegated health service programme into an overall health management structure.

In keeping with the Federation's global goal of improving safe blood donor practices, many branches undertook blood donation campaigns. However, there was a lack of uniform approach on this issue, and the national health unit developed several plans to increase the quality of blood donor programmes in the society. A questionnaire was circulated in 2002 to all branches to assess the data on existing blood donation activities, and the results led to a safe blood donor recruitment plan to scale up the society's services in this area. The plan includes: capacity building of the Sri Lanka Red Cross' volunteers in motivation, organization, promotion, counselling and publicity skills to conduct safe blood donor recruitment camps; establishing health task forces in each district branch in a phased plan; and integrating HIV/AIDS awareness and education.

In order to increase the partnership with the government in the field of safe blood, the Sri Lanka Red Cross director accompanied the government's health director from the department of blood transfusion services to an international symposium on blood programmes for securing safe blood in Thailand in November 2001. The outcome of this exercise is to be the adoption of a donor recruitment plan, a resource development programme for blood donor recruitment activities, and the setting up of a national database of donors for especially rare blood groups in late 2002 and in 2003, providing the funding is secured.

It is planned that these programmes will culminate with a MoU with the government's central blood bank. The director of the central blood bank has already agreed to be a member of the national society's committee on community health. It is proposed the committee initially also assume the roles of a blood donor recruitment policy committee at the national level.

The society's first aid training programme continues to train hundreds of employees from external agencies (NGOs, governmental institutions, and private firms) every year. This provides additional income to the society. In order to link the society's first aid curriculum to that of global standards, late in 2001, its director of health participated in a workshop held by the Federation aimed at establishing criteria for global minimum standards in first aid. The society is discussing with the government the possibility of conducting examinations of a global standard level in order to be able to accredit course participants.

Up until 2001, the ICRC supported the Sri Lanka Red Cross in a countrywide strategy to develop a network of trained first aid volunteers and master trainers in all branches. Since 2001, the ICRC combined two first aid teams, from the society's action teams, into the conflict preparedness and response programme.

The Korean Red Cross Society agreed to fund a programme to enable the Sri Lanka Red Cross to build a self-sustaining and decentralized branch level first aid structure over a period of three years in the other 17 branches across the country. The income at the branch level will contribute to the financial self-sustainability of the branches. The proposal includes: the systematic training of Red Cross youth and other volunteers and district trainers; the introduction of the standardized first aid basic curriculum; the operation of mobile first aid units; and building decentralized structures at district and divisional levels.

The inventory of health programmes carried out by the Sri Lanka Red Cross in 2002 also showed a core component of the Sri Lanka Red Cross community health programme to be focused on HIV/AIDS awareness raising activities. The UNAIDS agency estimates approximately 7,500-8,500 positive cases in the country, although the scenario is thought to be worsening rapidly. The Sri Lanka Red Cross took an active role in the inaugural meeting of South Asia Regional Network (SARN) on HIV/AIDS in May 2002. During 2002, the Sri Lanka Red Cross was granted a small contribution from the Federation's regional health fund to initiate work on HIV/AIDS during the year.

The pilot work on HIV/AIDS included objectives on analyzing the programmes of the government and other NGOs about HIV/AIDS. The objectives consisted of: education in identifying valuable roles for the Sri Lanka Red Cross; assessment of the needs of vulnerable groups at a community level in partnership with the public and individuals; conducting training to sensitize branch leaders on the programme subject and prevention activities; and preparing and distributing health education materials in three languages. The programme also has clear links to the safe blood programme.

With secured funding this will become a major programme in keeping with the Federation's global commitments to work against the stigma attached to HIV/AIDS and to provide models of effective prevention, surveillance, advocacy and care on behalf of people with the disease. Other activities in the 2003 and 2004 programme include: disseminating of accurate and updated information about HIV/AIDS and drug abuse to vulnerable groups; planning care and support programmes for people living with the disease; establishing community self-support groups of HIV positive people; and creating awareness about issues such as the human rights of people living with HIV/AIDS; and reducing transmission of the disease from mother to child.

The Sri Lanka Red Cross responded to requests from communities and branches in the northern part of the country in assisting them in the campaign to reduce and eradicate the high incidence of TB and malaria. An overall needs assessment is being made and joint discussions were held with the ICRC. The Sri Lanka Red Cross was invited by the Government of Sri Lanka's national coordination committee to submit an application to the global fund for TB and malaria.

Difficulties encountered by the SLRCS:

- the small size of the national health unit requires additional staff;
- slow but intensive work to support branches in establishing health task forces and contributing to the national health committee;
- lack of available funding in 2002 to realize the many programme ideas that were welcomed by government and other health institutions as strategic and appropriate; and
- lack of an integrated national health management structure (being addressed in late 2002).

Lessons learned:

- need for training of branch elected committee members and then ensuring sustainable staff at branch levels (the new paid branch Executive Officers in every branch will play this function from early 2003);
- Importance of sharing knowledge and networking with other national societies in the region at safe blood, HIV/AIDS, and health managers' fora as a capacity building activity and way of identifying minimum standards and effective operational ideas.

### **Overall Goal**

To contribute to developing models of self-sustaining community based health care programmes across the country and thereby advocate for changes in policies and practices so that vulnerable communities gain more effective access to health services.

### **Programme Objective and Expected Result(s)**

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 needs assessment and access to health care.

Expected results for this objective are:

- The Ministry of Health and other health agencies will recognize the value of the Sri Lanka Red Cross' community based model and adapt their services to respond to the needs identified.
- The society's HIV/AIDS programme will alleviate the stigma and discrimination facing people living with the disease through public sensitization and development of services for people living with HIV/AIDS.
- A decentralized and self-sustaining first aid structure will have scaled up FA training and services at district and divisional levels in 17 districts of the country.
- The Sri Lanka Red Cross programme will improve the quality and self-sustainability of safe blood donors recruitment campaigns across the whole country over the next three years.

## **2. Disaster Management W [<Click here to return to the title page>](#)**

### **Background and achievements/lessons to date**

The Sri Lanka Red Cross Society undertook two phases of a drought relief programme, the first from August 2001 (25/2001) till April 2002, and the second from August 2002 (18/2002) in an ongoing programme which will be completed in early 2003.

Both programmes continued to increase the society's disaster response capacities in co-ordination with central and local government officials and other humanitarian organizations to address the needs of the most vulnerable communities in the drought-affected pockets of Hambantota District in the south of the country. The Sri Lanka Red Cross conducted regular and unique, detailed house-to-house surveys in conformity with the Sphere guidelines, facilitating the involvement of beneficiaries in planning of the relief programme and enabling them to better assess their own needs and receive appropriate and relevant relief supplies. The findings of these surveys were also distributed to other agencies to enable them to better understand the situation, and to ensure non-duplication of efforts.

The regional disaster response delegate visited Sri Lanka at regular intervals to assist in joint assessments and programme development with the Sri Lanka Red Cross. In response to earlier lessons learned in exercises on drought and cyclone relief programmes, the national society's drought relief coordinator (based at the NHQ) and the local branch volunteers received training on community level assessments and monitoring.

The relief programmes were an important networking and coordination opportunity for the Sri Lanka Red Cross. The governmental agencies were closely coordinating with the Sri Lanka Red Cross and praised it from the beginning as the only humanitarian institution which raised the profile of the drought affected families sensitively and consistently, and delivered the required relief assistance throughout the full planned cycle.

The second drought appeal launched on 1 July 2002 included additional aspects aimed at building long term coping capacities at the community level. This objective of improving disaster preparedness capacity through drought mitigation measures also led the Sri Lanka Red Cross to include further developmental activities for the affected communities in the longer term Disaster Preparedness programme. The learning on mitigation measures in Hambantota will be shared with other district branches so that similar programmes can be initiated in the future. This will also contribute to the South Asia regional DM programme's objective of demonstrating the effective links between emergency response, rehabilitation and development.

With funding from the regional DP programme, a structured study tour was organized for one senior staff member and four district SLRCS governance representatives to the Bangladesh Red Crescent in late December 2001. The resulting report formed the basis of a presentation to improve the Board of Governors' understanding of the needs for a comprehensive DP Policy and a plan for the Sri Lanka Red Cross. The tour focused on community based DP programmes at branch and community levels and their sustainability. Two further learning tours to other national society in South Asia are planned per year to sustain this knowledge sharing strategy and practice.

The Bangladesh Red Crescent's national DP policy is to enable vulnerable communities to withstand and cope effectively with disasters through collective participation on a self-help basis. This was of particular importance and the learning was subsequently incorporated into the Spanish Red Cross-supported, ECHO-funded DP programme. Other recommendations from the study visit included improving grassroots level participation and accountability in the DP programmes of the Sri Lanka Red Cross.

The Spanish Red Cross-supported DP programme focuses on the development of community based DP structures and capacities in eight flood-affected districts and has continued to show effective results. Detailed needs assessments for use at family level were developed to prepare for community hazard mapping and identification of the most vulnerable areas and families. Training curricula was completed with technical input from the Federation and key volunteers were selected for training.

Refresher training in these first eight districts will be a priority in 2003, and the Sri Lanka Red Cross hopes to extend the same community based DP programme to three other districts in 2003 and in 2004. Trained teams of volunteers in each district will run DP awareness programmes and facilitate relocation plans. Stocks of relief items will be placed in locations agreed by vulnerable communities as part of their own contingency plans, and with the involvement of local committees comprising vulnerable people, government functionaries, and NGOs.

In late December 2001, three DP workshops were held for volunteers from Moneragala, Colombo and Hambantota using the Sri Lanka Red Cross trainers who were trained at the national DP workshop towards the end of 2001. Two annual training workshops on DM and a follow-up workshop on better programme initiative learning are planned for 2003 and 2004.

In 2002, four participants from the Sri Lanka Red Cross undertook intensive training in the regional disaster management workshop held in Delhi. Their training in effective assessment and disaster management procedures was immediately put to use on their return as they assisted in the assessment in the second phase of the drought relief operation. The second regional DM training will be held in Sri Lanka in November 2002 so that regional participants from five other national society can benefit from the good practice and learning achieved by the Sri Lanka Red Cross in the Hambantota drought relief programme.

Sri Lanka also hosted the first regional workshop to be held globally on the “Better Programming Initiative” which built the society’s capacity to identify and avoid harmful effects of inappropriate relief and development assistance. A further national level training on BPI is planned for 2003 to assist the society in planning appropriate rehabilitation and development programmes in a possible post-conflict scenario if the peace process maintains its momentum. ICRC also aims to increase its support for conflict preparedness training in the eight district branches in the conflict-affected areas. This will be integrated into the society’s overall DM plan, as it will include training in needs assessment and provision of small buffer stocks in conflict sensitive areas.

A six-month programme proposed by the Sri Lanka Red Cross to the Spanish Red Cross was approved by ECHO. This programme will assist returnees in three conflict-affected districts of the north by addressing water and sanitation needs and providing community-level training.

The Federation’s regional DP delegate assisted the Sri Lanka Red Cross during two visits in 2002 with the development of a detailed job description for a new DM director and structure of a new integrated DM department at the NHQ. This new director position was initially supported by the Federation’s regional DP programme. The responsibilities include: developing a Disaster Management policy and integrating a DM action plan for the Sri Lanka Red Cross; supporting nationwide risk and vulnerability mapping exercises; developing training curricula and programmes; establishing a system for contingency stocks and adequate communications and logistics systems; ensuring that the ICRC support the conflict preparedness and response programme and that they are effectively integrated; and developing strategic liaison and coordination with government departments and ministries, other regional national society, and external humanitarian agencies.

Although the national coordination committee between the Sri Lanka Red Cross and the government has not yet been finalized, there was increased participation from government officials in joint planning and training within the DP activities of the Sri Lanka Red Cross. This has served to increase the coordination with government in key areas, and in Hambantota, government personnel participated as key resource persons in the Sri Lanka Red Cross’ branch level DP training events which led to close coordination during relief distributions.

The director of the government's national disaster management committee played an active and supportive role on the newly established DM advisory committee, convened under the Spanish Red Cross/ECHO DP programme. This also helped to improve the approach to coordinated planning at all levels.

Difficulties encountered:

- Although the support from the Spanish Red Cross to the Sri Lanka Red Cross for the implementation of the ECHO-funded DP programme was very helpful, the overall tight schedule for implementation was a constraint to achieving community level capacity (leading to plans for further consolidation in 2003).
- The absence of a unified DM department in the NHQ with its own director created weak links between the society's disaster response and preparedness work (addressed by the appointment of the DM director).
- Work to integrate ICRC's support for conflict preparedness and response into the overall DM plan was delayed by the lack of a DM director.

Lessons learned:

- The Hambantota drought relief operation helped the Sri Lanka Red Cross learn about links between emergency, rehabilitation and development work which will lead to a pilot drought mitigation programme in 2003 and 2004.
- The Sri Lanka Red Cross can benefit from further networking with the humanitarian community in country and will need to use the new DM advisory committee at the national level to improve these strategic links.
- The government welcomed an enhanced role for the Red Cross in natural disasters which could enable the Sri Lanka Red Cross to play effective advocacy roles in the formulation of a national governmental DM policy and plan.

### **Overall Goal**

Reduced impact of disasters on vulnerable people 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 and Expected Result**

Programme Objective: Improved coordinated response by all levels of the national society to the needs of the most vulnerable disaster-prone populations before, during and after disasters.

Expected results for this objective are:

- The Sri Lanka Red Cross will have DM capacity focused in 11 district branches by the end of 2003, and increasing to 14 in 2004, and these will be guided by the national level operational, strategic and integrated DM plans.

This programme will have the following specific results:

- The Sri Lanka Red Cross branches in the eight flood-affected districts targeted in the 2001/2002 DP programme have a strong DM capacity and the participating communities experience less loss of life and damage to assets and demonstrate quicker recovery of well-being after disasters.
- Operational and strategic integrated DM plans link branches to the NHQ level.
- Locally appropriate DM training materials, incorporating conflict preparedness and response, are based on the South Asia agreed minimum standard guidelines.
- Programme expanded to three new districts per year in 2003 and 2004, based on good practice learning and use of existing trained and competent volunteers and staff as internal trainers to further branch capacity building.

- Strong knowledge sharing practices with other DM practitioners in the South Asia region to transfer knowledge and foster innovative learning.

### **3. Humanitarian Values W** [\*<Click here to return to the title page>\*](#)

#### **Background and achievements/lessons to date**

The Federation and the ICRC maintain close coordination of support for the objectives of this programme. Although the Sri Lanka Red Cross has not traditionally been successful in accessing funds for this programme, funding is strategically important as the national society finds itself in an external environment where both the public and government need to understand and support its neutral and humanitarian role.

In spite of no Federation funding, many activities were carried out to meet the objectives and these were funded both by the information development programme budget and some other programme budgets (such as the health and care programme with its integrated approach to challenging the stigma and discrimination facing people living with HIV/AIDS).

The ICRC cooperation programme continues to support the valuable work of the NHQ and branch level dissemination officers (volunteers) across the whole country. A recent joint assessment identified the current weaknesses of the society in not maximizing the use of the existing services of the national dissemination unit and district level dissemination officers.

The ICRC also continues to support the Sri Lanka Red Cross 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).

On 8 May 2002, the Sri Lanka Red Cross celebrated World Red Cross Day by holding a national press conference to remind the public and all institutions about the Movement's fundamental principles. The well attended press conference was chaired by the government's minister for social services and used by the Sri Lanka Red Cross to highlight two significant themes - the misuse of the emblem and the issue of challenging the stigma and discrimination facing people living with HIV/AIDS.

In a separate strategy, but one which was again widely publicized, the senior governance leaders of Sri Lanka Red Cross presented the minister for health, nutrition and welfare with a memorandum containing the society's concerns about the widespread misuse of the emblem and recommendations on the steps needed to prevent further misuses. The minister pledged his support to collaborate between the health ministry and the Sri Lanka Red Cross to ensure the appropriate measures were taken. The Sri Lanka Red Cross intends to increase its work on this issue and plans a more coordinated national emblem campaign once the Incorporation Act is passed.

The launch of the "World Disasters Report" on 19 June 2002 was achieved at another well-attended press conference. A number of representatives from external institutions such as embassies, UN organizations, and the media attended the gathering, addressed by the minister of social services, the director of the government's national disaster management centre, and representatives from the Sri Lanka Red Cross and the Federation. The Movement's unique principles and position were covered, and ten media organizations participated, resulting in wide coverage in the electronic and print media.

The Sri Lanka Red Cross also strengthened the understanding of its fundamental principles through its programming. The health and care programme is analyzing with government officials effective ways of combating the stigma facing people living with HIV/AIDS. Similarly, in its drought relief work, the Sri Lanka Red Cross volunteers explain the history and principles of the Red Cross and Cross Crescent

Movement when conducting community level awareness programmes at the request of the vulnerable communities. At a recent “lessons learned” exercise involving the active participation of beneficiaries in the drought relief programme, the community asked to become members and to have mandatory sessions introduced into the school curriculum so that their children could be imbued with the same humanitarian spirit.

This programme requires urgent support in 2003 and 2004 to enable the national society to be better recognized for the unique role it does and can play in the external environment where independent and neutral humanitarian messages and assistance contribute to the overall respect for humanitarian values.

Difficulties encountered:

- The Sri Lanka Red Cross has not been able to develop sufficient quantum of appropriately translated mass communications materials to reach significant proportions of the public across the country (but did access support in 2002 to begin this process).
- There is a lack of a national strategic communications plan integrating ICRC-supported dissemination activities and strategies for mobilizing diverse resources (human, technical and fund-raising) for the Sri Lanka Red Cross.
- Dissemination/information officers at branch levels have so far focused more on orienting internal membership and external institutions rather than the mass public.

Lessons learned:

- There is a need for one unified communications and fund-raising department with its own director at the NHQ level (to be initiated in late 2002) to strengthen the coordination of all humanitarian values work at all levels of the society.
- There is also a need for a wider range of dissemination materials targeted at specific audiences in various languages, with a structured plan to follow up each audience with intensive orientation programmes.
- Existing dissemination/information officers at the branch level were not sufficiently integrated into the national society’s other programmes (e.g. DM, Community Health, First Coordinated, etc.).

### **Overall Goal**

A responsive public environment in which all institutions and the public of Sri Lanka respond to humanitarian needs and understand and support the roles of the Red Cross and Cross Crescent Movement within it.

### **Programme Objective and Expected Result(s)**

Programme Objective: Government and other key institutions and the public will be oriented to the Red Cross and Cross Crescent Movement’s principles and mandates and offer more support to the society’s work to improve the lives of the vulnerable.

Expected results for this objective are:

- Wider groups of vulnerable people in society will be benefiting from a higher level of support to meet their humanitarian needs.
- Well-briefed society members and volunteers will provide regular and continuous dissemination about the Red Cross through peer group mechanisms.
- Public messages about Red Cross work and its impact will improve the support for the society’s work through material donations and increased volunteer bases in its branches and programmes.

## **4. Organizational Development W [<Click here to return to the title page>](#)**

### **Background and achievements/lessons to date**

The priorities of the overall organizational development programme are to:

- Shift emphasis in a phased manner from support at national levels to improving service delivery at local levels.
- 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 organizational strengthening processes across all programmes (e.g. stronger HRD practices).
- Strengthen organizational diagnosis, strategic planning, and implementation systems (including advocacy, branch development, and leadership development).
- Improve monitoring, evaluation, learning and adaptation.

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

The Sri Lanka Red Cross continues to complete amendments to the key areas of policy and procedures, and to align them to the new separation in the roles of governance and management as required by the new Constitution. The preparations for the annual General Assembly were conducted with a mixed approach to the quality of membership development and elective processes. Activities were completed according to a clear election schedule in the majority of divisional and district branch levels. However, weaknesses in some of the elective processes resulted in ten out of the 25 branches having to undertake revised election schedules late in 2002.

As a result of the encouragement in the new Constitution for branches to expand their membership base to democratize the Sri Lanka Red Cross further, the society's total membership rose from 13,000 in 2001 to 128,000 in 2002. Documenting the details of all members on a national database will be completed by late 2002. The national branch development workshop held for senior governance and management in June 2002 addressed key questions such as how to turn this membership base into an active volunteer force, and how to continue to orient new members into the value systems of the society, and the rights and duties of active membership.

The society's branch development programme, supported by the 11 branch development officers (BDOs) and the forthcoming branch executive officers in each of the 25 branches, will address these key orientation and deployment issues, which are linked to the development of the "Volunteering Policy" from the Sri Lanka Red Cross. Although the 2003 and 2004 budget supports the salaries of the proposed branch executive officers (BEOs) and BDOs in 17 branches (with ICRC supporting the BEO costs in the other eight branches), these costs will be absorbed into the society's core structure costs as a result of increased anticipated income arising out of the new fund-raising director's work to ensure sustainability plans at all levels of the society.

Significant achievements were made in the area of human resource development policies as a result of the continued important funding from the Federation's capacity building fund during 2002. Areas of progress include: the introduction of a training needs analysis questionnaire with instruction for directors and staff on how to identify training needs; the development of the society's first ever national training and development plan; job rotation programmes designed to increase the skills base of key staff; and revised competency based job descriptions for all new recruitments.

Staff at all levels received training in how to approach the newly implemented performance appraisal system, and managers were trained on conducting supportive interviews. The training was developed by the staff who attended the regional meeting to agree to the final draft of the South Asia regional HRD manual as part of the programme. The specific guidelines and the full adapted manual for the Sri Lanka Red Cross were translated and training in its use was conducted at the branch level from July 2002 onwards in a phased plan to improve branch HRD systems.

To further strengthen the HRD processes at the Sri Lanka Red Cross, the society aims to appoint a new national volunteer manager. This new appointment will monitor and conduct all performance appraisal systems, develop a HR database of all staff and volunteer skills, support training at branch levels to develop HR focal points in each branch, and strengthen all the society's volunteer recruitment, development and retention systems. The society also aims to appoint a national gender officer to ensure gender equity perspectives are integrated into all the society's programmes and functions.

A national "branch development review and strategy" workshop held in June 2002 helped to determine the society's future branch development programme. The workshop was for all branch chairpersons, secretaries, treasurers, and BDOs. It provided uniform training in the society's new financial planning, monitoring and reporting systems, improved narrative reporting, fund-raising and communications, and HRD improvements.

As a result of the successful pilot programme supported by the Federation's capacity building fund, responsibilities of the BDO were formalized in areas such as: building linkages and networks with external institutions; financial planning and resource mobilization; planning and conducting targeted HRD training programmes for volunteers, youth wing and members; programme planning including strengthening needs assessment surveys, monthly and annual planning at branch level; and strengthened monitoring and reporting, with effective coordination between the branch and NHQ.

In order to strengthen the management skills needed to improve service delivery at all levels, a training of trainers (ToT) programme to build management development trainers in the Sri Lanka Red Cross was held in October 2002. These ToTs will be arranged under the Federation's regional OD programme which will use in-region experts and build a sustainable base of trainers within the Sri Lanka Red Cross.

The Federation's regional finance development manager continued to support the ongoing computerization of the internal accounting systems to strengthen the society's internal finance and audit systems. Software was identified that can provide reports to meet multiple donor requirements. The visits recommended that prior to the installation of software, a detailed assessment should be made of the requirements on internal stakeholders (e.g. branches, departments, and NHQ managers), as well as of external partners (Federation, ICRC, bilateral and other PNS).

It was decided that training in the new software should be given, not only to accountants but to programme managers and selected pilot branches to ensure that the final consolidation of all accounts can be achieved by a clear change management plan. Two meetings for senior governance and management were held at the beginning of April and late May 2002 to finalize further revisions and training in the finance and administration manuals as per the requirements of the new Constitution.

The society has prioritized financial independence through a structured and long term local resource mobilization programme. The programme made measurable progress thanks to the strategic funding received from the Federation's Capacity Building Fund. The new director and assistant director of the fund-raising and communications posts were appointed in September 2002 as a first step towards building effective sustainability plans throughout all levels of the society. The programme is linked to

the development of strengthened financial planning and management systems in order to increase donor confidence and long term relationship building. The new fund-raising director will conduct an in country review of the fund-raising and sponsorship potential from the corporate, business and company trust sectors.

The information development programme continues to have an impact. The workshop for national information officers held in March 2002 showed encouraging progress in the number and diversity of initiatives taken by some of the branches in their information work. Based on their training from earlier workshops, many branches are now actively engaging with their local media. Discussions were held with the ICRC's cooperation delegate on ways of improving support to the information and dissemination work carried out by the volunteers in the conflict-affected branches supported by the ICRC.

Facilitators included the information officers from the Sri Lanka and Pakistan Red Cross Societies as well as from the Federation's regional delegation.. The workshop developed: further internal and external communications plans; action plans for more key strategic linkages with the print and electronic media; improvements in the communications coordination between branches and the NHQ; and a better understanding of the Federation's advocacy agenda, objectives, and planned impacts.

The Federation's Capacity Building Fund enabled the Sri Lanka Red Cross's youth wing development programme to achieve a new start at the national level in July 2002 with funding sustained for two years. A national youth coordinator was appointed in September and applications for the 25th district branch volunteer youth coordinators were called from branches for appointments in the last quarter of 2002.

A national subcommittee from the Sri Lanka Red Cross was finalized with appointments being considered from relevant external agencies in order to enable the society to network at policy and coordination levels with other youth focused institutions. One of the first tasks of the committee was to develop the Sri Lanka Red Cross national youth policy which was adopted by the central Governing Board in September. The Sri Lanka Red Cross staff and volunteers attended two international youth meetings within the Red Cross and Cross Crescent world in 2002 in Austria and Korea, aiming to learn from other youth governance and membership experiences while developing its own structures and systems.

A series of youth camps are being planned to bring together young people to learn about, discuss, and make their own recommendations on issues such as volunteer characteristics, responsibilities and functions of youth volunteers in community health programmes, leadership qualities, and active participation in all other programmes from the Sri Lanka Red Cross. Sessions are to be conducted by external resource persons in topics such as anti-drug addiction counselling by representatives from other youth organizations (e.g. Girl Guides), public health department officials, and from the national youth council. This model will offer learning about future youth camp organization and expected outcomes of trained and effectively utilized youth volunteers across the society.

Difficulties encountered:

- Lack of an overall strategic approach to branch development linking vulnerable people's needs with appropriate internal capacity building in organizational and systems development;
- The next phase of governance and management role clarification at branch level will be initiated after the branch executive officers are appointed as heads of management in each district branch in late 2002 bringing clearer programme linkages to NHQ departments.

- The team at the NHQ in the information and finance sections is too small to enable regular visits to branches to support capacity building initiatives with volunteers and branch committees at local levels.

#### Lessons learned:

- There is a need for a comprehensive branch development strategy based upon a self-assessment of external vulnerable communities' capacities, programmes and service needs
- Better links are needed between all programmes through a strengthened approach to integrated planning at all lateral and horizontal levels of the national society (to be addressed in the next five-year strategic development plan in 2003)
- Programmes need to continue to build strategic links with external institutions to maximize sharing of learning with other relevant organizations and development of common policies targeted at vulnerable communities' needs.

#### **Overall Goal**

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

#### **Programme Objective and Expected Result(s)**

Programme Objective: Well planned services responding to the needs of the vulnerable will be delivered through a well coordinated branch network supported by a motivated and diverse human resource base and stronger human resource development, financial, and information policies and systems.

Expected results for this objective are:

- greater sustainability in all programme and core costs at all levels of the society through measurably increased local resource mobilization;
- a coordinated NHQ and branch development strategy that strengthens the society's overall organizational development by identifying and implementing change processes in financial and technical systems that improve overall programme and service delivery;
- greater gender and youth diversity in the staff, volunteer and membership base enabling the Sri Lanka Red Cross to assess the needs of specific vulnerable groups in society and utilize the competencies of its human resource base to develop sensitive and relevant programmes to aid specific vulnerable groups; and
- stronger information management and knowledge sharing systems will enable branches and NHQ to plan more effectively and share knowledge with external institutions to build more effective and relevant programmes.

## **5. Federation Co-ordination W**

#### **Background and achievements/lessons to date**

The roles of the Federation's delegation in Sri Lanka over the past two years was to: support strategic change processes within the national society; to coordinate the Federation's resources and communicate externally strategic information on the humanitarian environment in the country and the roles of the Sri Lanka Red Cross in response to it; to 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.

The delegation played an important role in encouraging new partners to support the change management processes and plans of the national society. New programme support was mobilized with long term partnership interest in the areas of disaster preparedness, health and care, and organizational development programmes. Although the amount of support was less than the Sri Lanka Red Cross had hoped for, these vital partnerships assisted the society in piloting new programmes and developing systems and procedures to enable scaling up to be an easier process.

The delegation actively encouraged interested sister national societies to continue assisting the Sri Lanka Red Cross to scale up the overall diversity and geographical coverage of its programmes and this led to three significant and substantial new programmes. The first example is a three-year programme to create a decentralized and self-sustaining first aid programme for the Sri Lanka Red Cross, which is supported by the Korean Red Cross. The second example is a proposal to scale up the society's HIV/AIDS programme in a phased manner over two years which was submitted for consideration to the external partners.

The delegation coordinated advice and assistance to sister national societies exploring or managing partnerships with the Sri Lanka Red Cross. It also gave support when requested on the development of programme ideas and the drafting of proposals (for example, in the drafting process of the Sri Lanka Red Cross/Spanish Red Cross supported DP programme proposal to ECHO).

The Federation's delegation played a role of supporting the Sri Lanka Red Cross in confident networking with key government officials and external humanitarian networks such as the consortium of humanitarian agencies and the UN donor forum. This enabled the society to take a higher profile role in advocating for the needs of vulnerable people affected by natural disasters, in particular in relation to the drought and earlier cyclone. The positive positioning of the society as a source of authentic and credible information of the needs of vulnerable communities has grown substantially through this process, with many agencies attending meetings initiated by the Federation to establish more coordinated responses to natural disasters.

Significant Federation delegation time was invested in ensuring that the synergy between the Federation, bilateral and ICRC assistance to the Sri Lanka Red Cross fits within a more strategic framework to maximize the collective resources. This work was guided by the new global "Strategy for the Red Cross and Cross Crescent Movement" adopted by the Council of Delegates in November 2001. In keeping with the spirit of this new strategy document, the Federation invested time to find a common "trilateral memorandum of understanding" between the three components of the Red Cross and Cross Crescent Movement in the country to provide an overall strategic framework for shared and coordinated information and action. The draft MoU (the first example of its kind globally) is expected to be formalized in late 2002.

The Federation's forthcoming priority will be to facilitate in a coordinated manner with ICRC the support required by the national society governance and management to produce the society's next five-year strategic development plan in early 2003. When completed, this new long-term strategic plan could provide the key foundation for a CAS process in-country at a point when the society's new programming and change management processes should have demonstrated further strengthened capacities and long-term visions. The CAS process would enable existing, former and future potential in country and external partners and ICRC and Federation to synergise their visions of support to vulnerable communities in Sri Lanka through the services and programmes of a more well functioning national society.

The Federation's delegation coordinated support to enable the Sri Lanka Red Cross to participate more effectively in regional learning networks, research, practice initiatives, and training events. The purpose

was to share knowledge and develop common minimum standards in programme services and capacities. Areas that have benefited from this include the DP programme (today there is a common regional approach to disaster management policy and related training modules), health and care (where the Sri Lanka Red Cross was an active participant in the regional safe blood, HIV/AIDS, and health managers' forums), and organizational development (where the SLRCS has joined other societies in developing a common human resource development manual, finance development and internal audit standards, and information development strategies).

There were clear impacts as a result of the support from varied regional Federation programmes such as the development of the Sri Lanka Red Cross HRD manual using the regional manual as a model, the building of new divisions with support from the regional programme funds (e.g. DM director's salary from the regional DM programme fund for one year), and the development of health programme initiatives such as the initial start-up work on HIV/AIDS and safe blood programmes with regional health programme funds. It is hoped that these areas of support will result in the ability of the Sri Lanka Red Cross to attract more sustainable funds locally and/or internationally to capitalize on these innovative activities.

The Federation also facilitated the networking between the Sri Lanka Red Cross governance and other senior governance leaders in the region by enabling attendance of the Sri Lanka Red Cross at all the regional Secretary Generals' meetings, regional recruitment and basic training course initiatives, workshops on "Managing Change", and the South Asia regional partnership meeting. These supported activities enabled the Sri Lanka Red Cross to remain an active participant in regional change management processes, policy development initiatives, and strategic planning exercises in a coordinated manner with Federation and ICRC regional teams. It has ensured that the Sri Lanka Red Cross therefore benefits from the wide range of regional planning, capacity building, and partnership development initiatives that exist to support all societies that achieve common characteristics of well functioning national societies in South Asia.

### **Overall Goal**

An agreed CAS which will mobilize long term and coordinated support from all Red Cross and Cross Crescent Movement and external partners for this programmes in order impact the humanitarian environment across the whole country.

### **Programme Objective and Expected Result(s)**

Programme Objective: Vulnerable communities in Sri Lanka will have benefited from more sustainable and well functioning programmes as a result of the Sri Lanka Red Cross being well positioned and supported to learn from shared knowledge with external institutions and receive appropriate resources to meet identified programme development needs.

Expected results for this objective are:

- improved diversity and scale of programmes will make a measurable contribution to reducing the vulnerability of communities in country;
- a coordinated Red Cross and Cross Crescent Movement strategy in Sri Lanka will ensure the needs of the vulnerable across the whole country benefit from coordinated and effectively targeted resources; and
- the Sri Lanka Red Cross will play a significant role in contributing to the knowledge of the Red Cross and Cross Crescent Movement in South Asia and will be an active member of regional knowledge sharing networks that result in strengthened programmes and services in-country.

## **6. International Representation W**

### **Background and achievements/lessons to date**

The Federation's delegation maintains contact with all diplomatic and aid missions, the UN family agencies, and national and media representatives in order to provide regular updates on the work and priorities of the Federation in Sri Lanka, in South Asia and globally. It uses globally available Federation's material and literature such as the Asia Pacific FOCUS magazine to set the local work of the Federation into a wider regional and global context for external constituencies. An impact of this work is the support the Federation has gained from many local diplomatic missions in recommending assistance to Federation emergency appeals whenever they are launched.

In a coordinated manner with the national society, the Federation's delegation ensures that all international advocacy days, and those pertaining to the Red Cross and Cross Crescent Movement in particular such as World Red Cross Day, are occasions for achieving visibility and publicity on priorities and achievements of the Federation and the Sri Lanka Red Cross.

The Federation's representative has taken part in a wide variety of ongoing international advocacy activities, including participation in the national consortium of humanitarian agencies (CHA) and UN donor forum to continue to advocate, for example, for use of the international Sphere standards. The Federation's representative remains a member of the CHA's SPHERE Standards Working Group, for example, and the use of these standards in the Federation supported relief operations was continuously emphasized.

The support to the Sri Lanka Red Cross in both recent drought relief operations provided significant opportunities for international advocacy in raising the issues affecting the severely drought-affected communities. In keeping with the Federation's priorities of highlighting the humanitarian impact of slow onset and "hidden" disasters, the Federation and the Sri Lanka Red Cross played major roles in bringing the situation to the attention of the national government, the international donor community, and the international media. The Federation's web site stories and coverage played a strategic role in highlighting the situation reports, appeals, and operations updates. Also, OCHA directed visitors to its website to the Federation's information and emergency appeal.

The minister of social services called for a greater collaboration between the government and the Sri Lanka Red Cross in the future during his speech to launch the "World Disasters Report" in June 2002. The minister welcomed proposals from the Federation to convene a national meeting later in 2002 to explore the possibility of a multi-stakeholder approach to developing a national disaster management policy in the country, in which the Sri Lanka Red Cross and Red Cross Red Crescent Movement could have clearly defined mandates.

Sri Lanka was chosen as the first venue for the Federation's global "Better Programming Initiative" training of trainers in South Asia, and it is anticipated that in early 2003 a second country-specific training will consolidate the benefits of the Federation's global learning on post-conflict rehabilitation with both the Sri Lanka Red Cross, Federation, ICRC and an invited set of humanitarian stakeholders in the country. If the peace process maintains its momentum, this will be a very considerable contribution to debates about effective aid programmes that avoid creating new tensions in the development of rehabilitation and reconstruction programmes.

The delegation is supporting the Sri Lanka Red Cross in its initiatives to promote some of the Federation's international advocacy concerns in Sri Lanka as the national society was an active member of the International Federation and therefore an active advocate of its international positions. Among these initiatives are: the promotion of the global first aid curriculum and minimum standards in training and accreditation; the promotion of increased attention and programming to address the incidence of HIV/AIDS in-country and to combat the stigma and discrimination facing people living

with HIV/AIDS; and the possible use of the global fund on TB and malaria to reduce the prevalence of this re-emerging disease globally.

### **Overall Goal**

Vulnerable people in Sri Lanka will have experienced increased support for their needs through the Sri Lanka Red Cross and Federation supported programmes as a result of increased understanding and response in the donor and governmental sectors to the Federation's international advocacy messages on their behalf.

### **Programme Objective and Expected Result(s)**

Programme Objective: The Federation will have increased resources to meet the needs of the vulnerable in country by having provided authoritative information linking local needs to global learning and advocacy to ensure a visible level of commitment to meeting such needs.

Expected results for this objective are:

- greater understanding of the Federation's international concerns will have resulted in an increased set of partnership agreements that channel resources through the Sri Lanka Red Cross to meet the needs of the most vulnerable;
- increased networking with external humanitarian agencies and government will have changed policies and practices in favour of the vulnerable by drawing on global models and learning in relief and development work; and
- the introduction and use of specifically advocated international standards will measurably improve the lives of the vulnerable and their access to relevant and sustainable services.

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**<Budget below - [Click here to return to the title page](#)>**

# BUDGET 2003

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.57/2003

Name: Sri Lanka

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	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	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	8,294	0	0	0	8,293
<b>SUPPLIES</b>	0	0	8,294	0	0	0	8,293
Land & Buildings	0	3,072	0	0	0	0	3,072
Vehicles	0	54,777	0	0	0	0	54,777
Computers & telecom	65,077	17,225	2,543	5,376	0	0	90,220
Medical equipment	0	12,289	0	0	0	0	12,289
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	65,077	87,363	2,543	5,376	0	0	160,358
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	7,434	19,204	13,538	0	0	0	40,176
<b>TRANSPORT &amp; STORAGE</b>	7,434	19,204	13,538	0	0	0	40,176
Programme Support	33,094	29,403	12,036	2,334	0	0	76,867
<b>PROGRAMME SUPPORT</b>	33,094	29,403	12,036	2,334	0	0	76,867
Personnel-delegates	62,640	55,680	20,880	0	0	0	139,200
Personnel-national staff	188,033	122,142	43,765	0	0	0	353,939
Consultants	0	0	0	0	0	0	0
<b>PERSONNEL</b>	250,673	177,822	64,645	0	0	0	493,139
W/shops & Training	91,537	79,508	71,410	0	0	0	242,455
<b>WORKSHOPS &amp; TRAINING</b>	91,537	79,508	71,410	0	0	0	242,455
Travel & related expenses	10,810	2,400	6,983	0	0	0	20,193
Information	32,744	31,443	213	28,201	0	0	92,601
Other General costs	17,768	25,208	5,513	0	0	0	48,489
<b>GENERAL EXPENSES</b>	61,322	59,051	12,709	28,201	0	0	161,283
<b>TOTAL BUDGET:</b>	509,137	452,351	185,175	35,911	0	0	1,182,573