

Revised Plan 2011



International Federation
of Red Cross and Red Crescent Societies

Sri Lanka

Executive summary

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

Following the tsunami, a massive relief operation was launched, continuing support to four core programmes, but focusing priorities to the huge task of restoring the lives of the tsunami-affected population. Significant construction of houses and infrastructure combined with water and sanitation as well as livelihoods components have been the largest part of the tsunami plan of action. Almost five years after the tsunami, the recovery operation is coming to a close. The International Federation is therefore refocusing its support and resources towards the core programme areas in support of the SLRCS' recently completed Five-Year Development Plan (FYDP) and as part of the undergoing transition to regular programming based on its exit strategy. Core programme areas have continued to be part of the Tsunami Plan of Action up to 2009, but as activities related to construction come to a close, this 2010-2011 plan highlights those areas that the International Federation will continue to support as prioritized by the SLRCS.

The National Society has been arduously working to complete its five-year Strategic Plan and after many consultations with Red Cross Red Crescent Movement partners and International Federation guidance, it was completed and presented in 2009. The exercise of prioritizing the components of its FYDP has successfully taken place and has also been presented to both International Federation country and zone delegations as well as interested partner national societies (PNS) through a partnership meeting held at the Asia Pacific zone office. Taking into consideration the improved capacity of the National Society as a result of the implementation of the tsunami operation, it is expected that a significant number of people in Sri Lanka will benefit from the programmes in the four core areas throughout these two years.

The FYDP seeks CHF 96 million for the implementation of the plan throughout 2009-2013. The International Federation will then support those areas that SLRCS has prioritized for 2010 and 2011 through this plan in line with the activities in the core areas that have been carried out within the tsunami plan of action. For the programme areas of disaster management and organizational development, the components of the early warning and branch building projects (these are ongoing projects) will remain under the tsunami plan of action. Because it continues to be in place until end of 2010, the current running costs of the office will continue to be under that emergency appeal.

The total budget for only the core programme areas of the International Federation to support the FYDP is CHF 1.59 million for 2011.

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

The following is the direct link to the FYDP online: http://www.redcross.lk/eh_news148b.html.

Country context

Sri Lanka, a nation of great ethnic and cultural diversity in a population of more than 20 million people, is situated off the southern coast of India between the Gulf of Mannar in the west and the Bay of Bengal on the northeast in the Indian Ocean. Sri Lanka has traditionally been the natural maritime channel for trade between West and South East Asia because of its strategic location as it is separated from India only by the narrow Palk Strait. Its population comprises the Sinhalese, Sri Lankan Tamils, Indian Tamils, Moors (Arabs), Burghers (Dutch), Malays and Veddas (indigenous people). The majority group are the Sinhalese (74 per cent of the total population), followed by the Sri Lankan Tamils and Indian Tamils (18 per cent), with the remaining population consisting of other ethnic backgrounds. Although the national languages in the country are Sinhalese and Tamil, English is commonly used by the government and government officials. About 10 per cent of population are competent in this language throughout the country¹.

The sovereign state of Sri Lanka has had a strong plantation industry over the last 200 years as part of the legacy of colonial periods. As a result, tea, coffee and rubber plantations gained more importance as major sources of foreign exchange, to the prevailing domain of the traditional rice paddy and vegetable crops. Inevitably, the introduction and promotion of export-oriented plantations contributed to inequalities between the employed farmers and the landowners of traditional crops². Towards the end of the 20th century, economic policies were of a market-oriented nature to encourage foreign investment. In the last few years the inclination has been to revert to policies of a more state-centralized nature by which privatization has been halted and economic investment directed towards disadvantaged areas through the development of small- to medium-sized enterprises, agriculture and the civil service sectors. GDP growth average has been at a healthy 4.5 per cent since the 90s despite the current political tensions³, and annual growth reached 7 per cent in 2006. However, this growth also takes into consideration government-spending in various sectors, including those related to the conflict and post-tsunami reconstruction. Parallel to that, in recent years the inflation rate has been high – almost reaching 17 per cent in 2007 – but has declined since the beginning of 2009. Inflation has had a significant impact on the population, with regularly increasing costs of basic commodities such as rice, cooking gas and petrol, as well as basic utilities such as electricity and water. Up to 80 per cent of the population live in rural areas and the unemployment rate is at 5.7 per cent. Although the country has a literacy rate above 90 per cent, 22 per cent of the population is believed to be living below the poverty line⁴. Approximately 800,000 Sri Lankans have emigrated in search of work, allowing income from foreign remittances to reach USD 1 billion per year (CHF 1.04 billion)⁵.

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

The increase in violent incidents, particularly in the northern part of the country between what is called the Vanni and parts of Jaffna created a situation of economic isolation of these regions throughout 2008 and 2009. The disparities between the insecure north (and parts of the east) became noticeable as income in these regions were said to have dropped significantly. Both the security situation and the humanitarian consequences of the escalating internal civil conflict impacted tsunami recovery programming. In some cases, projects located in frontline areas were cancelled as beneficiaries needed to flee, while in other areas projects may have been temporarily suspended due to restrictions on movements, shortages of materials or the reluctance of contractors to work.

After the 30-month-long military campaign, the Sri Lankan government pledged in May 2009 to find a lasting political solution to the national ethnic question in Sri Lanka. The outcome of the hostilities in the North

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

² www.lankalibrary.com The British in Sri Lanka

³ With the exception of a recession in 2001.

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

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

(Vanni) has led to great humanitarian need; over one quarter of a million people have been displaced by the conflict and are currently being housed in camps, mostly in Vavuniya district.

The government has established a Special Task Force for the Resettlement, Development and Security in the Northern Province. The Task Force is now planning to implement an initial "180 days" early recovery programme, in addition to medium- and longer-term programmes, with the support of governmental and inter-governmental agencies, as well as humanitarian organizations. In accordance with this, the SLRCS have developed their own 6-month plan, mapping out coordinated support pledged by Red Cross Red Crescent Movement partners, and will outline this in a second letter of intent to be sent to the government. This six-month plan will focus mainly on medical and health assistance, water and sanitation and non-food relief items.

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

While the conflict significantly hampered economic growth and contributed to inequalities across the country, floods, droughts and tropical cyclones are some of the natural disasters that threaten a number of already vulnerable communities⁶ throughout Sri Lanka. The coastal belt is often exposed to tropical storms and tidal surges. From December to March, the island is exposed to the northeast monsoons as rainfall approaches from the Bay of Bengal, and from June to October it is the southwest coast that is at risk. Due to heavy rainfall during the monsoon seasons, the south-central highland regions (highest point at 2,524m) are prone to landslides during these seasons. Overflowing riverbanks and man-made reservoirs as a result of heavy rains is an annual risk. Poor management for many years has led to the destruction of many traditional irrigation systems. During the dry season, their low productivity often results in insufficient water supply for crops, leading to crop failures.

The risks are not limited to exposure to man-made and natural disasters. Infant mortality rates lies at 1.9 per cent and life expectancy rate is 75 years with no major differences between male and female and figures similar to developed countries⁷. HIV/AIDS is not currently seen as a major threat to the health of Sri Lankans with 0.1 per cent prevalence rate, but the health officials see the importance of keeping this low index and preventing rather than responding to a threat. High health risks come from infectious diseases common to countries with tropical climates, and include bacterial diarrhoea, hepatitis A, dengue fever, chikungunya and leptospirosis. Malaria is not considered high risk in the major cities and capital, but measures are necessary to prevent another epidemic following the one in the 1930s, which was a historical event and highlighted the vulnerability of the country to such diseases. It was this epidemic which occurred that instigated the then Central Council Branch of British Red Cross to form the Sri Lanka Red Cross.

Almost five years after the tsunami, the worst natural disaster in Sri Lanka's recent history, affected individuals and communities are still recuperating from the effects. At least 35,000 people were killed, 200,000 injured and approximately one million people were affected by the loss of either their homes, livelihoods, or any other basic means of survival. The tsunami relief operation achieved a great deal in its aftermath, and now a greater emphasis is placed on recovery, focusing on creating more resilient communities and structures through capacity building, better disaster preparedness and improvements in coordination⁸. The SLRCS will continue to play its part and strive to achieve the objectives of its strategic plan by strengthening its capacity and improving its service delivery.

National Society priorities and current work with partners

The SLRCS, considered the largest humanitarian organization in Sri Lanka, covers all 25 districts of the country with the support of its 217,000 members and volunteers. It has developed a strategic plan to guide its direction for five years from 2009 to 2013. Under the plan, the SLRCS's main objective is to enhance the delivery of humanitarian assistance and ensure that this is done in a sustainable way, both at the headquarters and branches. The Strategic Plan is the primary document for the SLRCS, which gives the vision and mission of the organization with strategies to address the identified strategic issues in the situation

⁶ http://gridca.grid.unep.ch/undp/cntry_profile.php?selectedCountry=215

⁷ www.statistics.gov.lk

⁸ http://www.recoveryplatform.org/pdf/Forum/Kobe_Communique.pdf

analysis. The Five-Year Development Plan (FYDP) is the operational document which describes the operational modalities, concepts, structures, procedures, summary details of key programme interventions, budgets, partnerships, sustainability plans and coordination mechanisms. Following the FYDP, further elaborated details will be available through detailed project proposals with detailed budgets, log frames and work plans.

The Strategic Plan (2009-2013) was first developed at the end of 2007, following a process which involved planning exercises and much reflection within the national society. With it came a growing realization of the need to transition from the tsunami operation to core programming aligned with the International Federation's Global Agenda goals for disaster management, health and care, organizational development and humanitarian values. Two partnership meetings took place during 2008, and a third one took place in 2009, in which SLRCS presented its finalized plans. 19 partner national societies, senior managers from the International Federation country office and high-level representatives from SLRCS as well as staff members from the zone office attended this meeting.

To translate the strategy into concrete plans and budgets for the activities in the four core programme areas as established in Strategy 2010, the national society has created programme-specific technical committees. These committees have been given the task of developing their own programme plans to address the main strategic directions of the 5-year strategy. Following various discussions with the Red Cross Red Crescent Movement partners in the country, these programme plans were revised and finalized. Partner national societies are already supporting core programme areas as they move towards longer-term efforts to ensure the sustainability of results. (See table below)

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

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

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

The table below shows all partners supporting SLRCS programmes in 2010 and 2011⁹:

Sl.no	Partners supporting SLRCS programmes	Programme components
1	American Red Cross	Disaster management, community preparedness, organizational development/capacity building
2	Canadian Red Cross	Community-based health, branch building construction, branch and volunteer development (organizational development/capacity building)
3	Danish Red Cross	Community-based health, psychological support, branch building construction, community preparedness
4	Finnish Red Cross	Branch building construction, organizational development/capacity building, community-based health and first aid
5	German Red Cross	Community-based health, voluntary non-remunerated blood donation, disaster management planning, community preparedness, branch construction

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

6	Japanese Red Cross	Branch building construction
7	Norwegian Red Cross	Community-based health, disaster management
8	Spanish Red Cross	Branch building construction, national society financial development
9	Swedish Red Cross	Branch building construction, organizational development/capacity building – youth development, governance, management and systems development, community infrastructure and capacity building
10	New Zealand Red Cross	Community-based health and first aid
11	Italian Red Cross	Livelihood development

Secretariat supported programmes in 2010-2011

The secretariat plans for 2010 and 2011 are in support of the recently completed and launched SLRCS's Five-Year Development Plan 2009-2013. The programme areas selected, particularly the programme components in these areas, focus on the priorities established by the national society from within its plan. With the tsunami operation still underway until the end of 2010, these plans portray the current position of the International Federation's country office transition from one significant operation to regular core area programme implementation. This is a necessary and important step towards a full immersion in core programme area support to SLRCS by 2011.

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

Disaster Management

a) The purpose and components of the programme

Programme purpose¹⁰
The overall purpose of the disaster management programme is to improve community resilience, to cope with & manage disasters while continuing to maintain organizational readiness to respond to natural & manmade disasters

The disaster management programme budget for 2011 is CHF 740,154.

In line with Strategy 2020, Global Agenda Goal 1, and in support to SLRCS' Five Year Development Plan (FYDP) 2009-2013 the disaster management department is focused on disaster risk reduction approaches through long-term development programmes and further strengthening the disaster response capacity within the National Society structures. IFRC has identified the community preparedness and organizational preparedness programmes for its support to SLRCS in 2011.

SLRCS's community-based disaster risk management (CBDRM) programme is in line with the initiative of

¹⁰ In this plan, 'purpose' is defined as 'the publicly stated objectives of the development programme or project'. Source: OECD-DAC glossary.

² World Disaster Report 2009; "Early Warning-Early Action"

“building safer communities” developed by the South Asia regional office to promote the disaster risk reduction approach. The programme focuses on conducting a participatory hazard, vulnerability and capacity assessment (HVCA), followed by risk reduction planning and facilitating communities to organize and improve their capacity in mitigating negative impacts of disasters. This will also support the formation and training of community response teams to provide first aid, early warning, safe evacuations, camp management, water rescue and relief in case of disaster.

In 2010, with the support of IFRC, SLRCS initiated CBDRM project implementation in 20 disaster-prone communities targeting more than 35,000 people including approximately 7,500 school children in 20 schools in several districts. Since the inception, some of the activities that have been completed are the branch and district stakeholder orientations, selection of communities and schools and the participatory risk assessment (HVCA). In 2011 SLRCS plans to continue the implementation process by facilitating the development of community disaster risk reduction plans, community organizing, support community managed mitigation activities, strengthening community response capacity and awareness on disaster risk reduction

Further strengthening of SLRCS’ response capacity is crucial to ensure that the achievements of the past years are continued and built upon within the National Society’s structure. In the year 2010, the focus was more on strengthening SLRCS’s disaster response systems and mechanism, and positioning its role and mandate in the government’s national disaster management plan. A disaster response framework for the national society was drafted outlining SLRCS’ scope in disaster response and roles of national society’s response tools [*i.e. National Disaster Response Team (NDRT), Branch Disaster Response Team (BDRT) and Divisional Disaster Response Team (DDRT)*]. In addition, a contingency plan for floods at national level and selected branches was developed. Efforts were also made to enhance the skills and knowledge of the staff and volunteers involved in the delivery of services to the vulnerable communities. All training curriculums were reviewed and standardized to improve the quality of knowledge and skills transferred. This ensured that all response tools (*i.e. NDRT, BDRT and DDRT*) were integrated and that response was delivered in a systematic manner.

In the last few years, SLRCS has been engaged in conducting various skills development trainings for NDRT, BDRT, DDRT and CDRT, aiming to improve awareness on basic relief operations, assessments, etc. The National Society’s FYDP identified the need to develop specialized groups (*i.e. search and rescue, psychosocial support, first aid, water and sanitation, and logistics*) at national and district levels. The lack of information relating to human and physical resources and tools has also been identified as a weak link in the National Society’s response mechanism. Access to such information across the network of branches and the national headquarters will enable quick decision making and effective disaster response. The lack of contingency plans in some branches has also meant that the strengthening of response capacity needed to continue for SLRCS to maintain organizational readiness. Continuing its efforts, in 2011, the focus will be on addressing these gaps through the development of contingency plans and of information management systems, and the strengthening of response teams with specialized components.

SLRCS’s initiative in disaster management is supported bilaterally by American Red Cross, Canadian Red Cross, Danish Red Cross and German Red Cross, as well as the International Committee of Red Cross (ICRC) through their country offices. IFRC’s coordination role does not only apply to the collaboration among programme areas in line with the integrated programme approach, but also aims at ensuring effective coordination and knowledge sharing within the Movement and external partners (*i.e. national disaster management centre, United Nations, Asian Disaster Preparedness Centre*) and other technical agencies (*i.e. national building research organization, irrigation department and meteorological department*) who carry out various disaster risk reduction programmes.

<p>Programme component 1: Community preparedness</p> <p>Outcome: The resilience of communities at risk to withstand the debilitating impact of natural and man made hazards through Disaster Risk Reduction measure is built..</p> <p>Key activities:</p> <ul style="list-style-type: none"> • Develop risk profiles through hazard, vulnerability and capacity assessments in the targeted communities and schools; • Develop risk reduction/community action plan for targeted communities; • Recruit volunteers, train and equip with response equipment; • Identify safe evacuation route through simulation exercise/drills; • Install signage, billboards and distribute information, education and communication materials; • Identify and implement small scale mitigation activities in each community; and • Facilitate the formation of community-level organization.
--

Programme component 2: Organizational preparedness
<p>Outcome: Response capacity of SLRCS is improved & institutionalized at all levels in order to provide assistance to the vulnerable people efficiently & effectively,.</p> <p>Key activities:</p> <ul style="list-style-type: none"> • Facilitate SLRCS's development of national level disaster response and contingency plans; • Facilitate SLRCS's standardization disaster response tools in line with regional and global tools; • Support the design of standard training curricula for disaster response tools; • Support the develop of standard equipment kits for disaster response tools; • Facilitate skill development trainings for staff and volunteers; and • Facilitate coordination and knowledge sharing between SLRCS and other Movement partners; • Facilitate coordination between SLRCS, government and other technical agencies; • Support the national society to document lessons learned and best practices and share with internal/external stakeholders; • Provide technical support to other partner national societies to carry out reviews, lesson learned; • Facilitate national-level DRR knowledge sharing and coordination events in coordination with the government's disaster management centre; • Facilitate exchange visits with other national societies; and • Coordinate lessons learned, cross cutting issues/concerns and good practices among the Movement partners.

c) Potential risks and challenges

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

Health and Care

a) The purpose and components of the programme

Programme purpose
Enable safe and healthy living among the most vulnerable people.

The health and care programme budget for 2011 is CHF 362,835.

As Sri Lanka goes through a demographic and epidemiological transition, it is experiencing a dual burden of disease. While the infectious diseases like malaria, tuberculosis (TB) and dengue continue to cause significant morbidity and mortality; prevalence of chronic diseases like diabetes and cardiovascular diseases is increasing. Currently ischemic heart disease is the largest cause of mortality in the country. Besides, the region is prone to disasters like floods, cyclones, tsunamis and is recovering from internal conflict which has had a major impact on the health status of the vulnerable people.

The Federation country office will support SLRCS health programme in line with IFRC global health strategies, guidelines and initiatives contributing to strategic aim 2 of Strategy 2020 (enable healthy and safe living). The programme will also be aligned to the recently launched SLRCS Five Year Development Plan.

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

- HIV: SLRCS has joined the IFRC Global Alliance on HIV and will scale up its interventions while aiming to increase the number of beneficiaries reached out to. These include youth, estate community in tea and rubber states and key population groups at higher risk including - three wheeler and truck drivers, small scale hotel industry related people In addition to getting some funds

from the South Asia Regional Delegation (SARD), the country delegation will support SLRCS in accessing funds from other sources.

- Voluntary non remunerated Blood donor recruitment (VNRBD): SLRCS will seek to work closely with the government on this issue with active support from the Federation and partners. VNRBD activities will also be integrated under the HIV prevention component.
- First aid and commercial first aid trainings and services
- Public health in Emergencies (PHiE): working in an integrated manner with the DM unit, the SLRCS health team use the CBHFA approach in addressing the health needs in a disaster situation. SLRCS and the International Federation is committed to Integrated Planning approach (IPA). Cross-cutting issues such as disaster management and humanitarian values mainly under Community Based Disaster Risk Reduction (CBDRR) and Community Based Disaster Management (CBDM) will be integrated in this programme component.
- Communicable diseases prevention including Dengue (and other mosquito-borne diseases), leptospirosis, TB etc
- Chronic diseases and health conditions: Federation will support SLRCS in carrying out interventions aimed at non communicable diseases based on WHO and IFRC guidelines including Cardiovascular diseases, diabetes and road traffic accidents.
- Psychosocial support and interventions based on IFRC guidelines

SLRCS and the International Federation is committed to Integrated Programming Approach (IPA). Cross-cutting issues such as disaster management and humanitarian values mainly under Community Based Disaster Risk Reduction (CBDRR) and Community Based Disaster Management (CBDM) will be integrated in this programme component. The International Federation's contributions in this sector throughout 2010 and 2011 will continue to be in community-based health.

Programme component 1: Community-based health and first aid
Outcome 1: Enhanced knowledge and improved health practices through health promotion and prevention interventions in target communities.
Key activities: <ul style="list-style-type: none"> • Conduct community assessments; • Awareness campaigns about health promotion and healthy life styles; • Dissemination of guidelines and training materials on community-based health and first aid in action; • Country level and district level trainings for staff and volunteers; • Information, education and communication materials are developed and disseminated; • Database of trained volunteers are developed, maintained and updated continuously; • Facilitation of branch planning; • Community level tailor made first aid trainings and assessments water and sanitation related interventions.
Outcome 2: Improved preparedness and response mechanisms in the target communities to better respond to health in emergencies and epidemics (or pandemics).
Key activities: <ul style="list-style-type: none"> • Conduct dengue preparedness and response interventions in affected districts in partnership with Ministry of Health and Nutrition. • Revise and update SLRCS contingency plans for responding to rapidly emerging epidemics/outbreaks including repositioning of stocks. • Revise and update NDRT, BDRT training curriculum by including relevant health topics in an integrated manner with DM unit. • Conduct appropriate Psychological Support interventions in target communities.
Outcome 3: Enhanced SLRCS profile and capacity at all levels, to deliver effective CBHFA interventions.
Key activities: <ul style="list-style-type: none"> • Maintain the effective running of the health unit. • Maintain appropriately trained CBHFA staff in the NHQ to support the health programme at all levels. • Establish a system of regular activity reporting in the field, project monitoring, donor reporting and information dissemination at the NHQ. • Produce appropriate volunteer protection and visibility materials for SLRCS. • Document and share best practices and lessons learnt from the SLRCS's work in the communities. • Expand and maintain partnerships with relevant movement and non-movement partners in the country.

c) Potential risks and challenges

Major risks to the health programme that could affect the implementation and long-term sustainability of planned activities include the following:

- lack of clarity in individual roles and responsibilities for the SLRCS health staff at the national headquarter (NHQ) following the re-engineering process
- lack of communication lines between the NHQ programme managers and the branch executive officers (BEO)
- lack of effective volunteer and financial management systems at several branches
- lack of adequate funds through poor appeal coverage and lack of adequate number of staff in delegation health unit.

To address some of these health risks Federation country office will support SLRCS in developing CBHFA projects that engage volunteers from the community while supporting the branches to develop integrated program plans with elements of health DM and OD. Federation will also support the building of branch capacity in finance management and reporting.

Organizational Development/Capacity Building

a) The purpose and components of the programme

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

The organizational development (OD)/capacity building programme budget for 2011 is CHF 493,826.

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

- a) youth development;
- b) governance, management and systems development;
- c) community infrastructure development and capacity building (intensified capacity building project for divisions through the integrated programme approach. Here, 12 divisions (under 4 branches) out of 78 are prioritized.; and
- d) resource mobilization (the programme seeks a small contribution to fill the gaps of four branch building construction projects).

The scope of the three programme components identified links with the SLRCS vision of '*safer, resilient, and socially inclusive communities through improving lifestyles and changing mindsets,*' through the programme's overall objective, while at the same time adhering to the Federations Global Agenda No. 3 (increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability).

Volunteers are an intrinsic part of the SLRCS and are crucial to implementation of projects at the community level. This proposal focuses on Youth volunteers in particular for two reasons. The first is that youth make up 80 per cent of the volunteer base and the second is to avoid overlap of resources since the Canadian Red Cross have committed funds for the volunteer development programme (approximately CAD 267,500 for 2009-2012).

In youth development, the SLRCS recognizes the members of its youth wing as the future leaders of the organisation as well as of the country. They have a unique identity within the organization with a separate constitution. With a more streamlined and standardized youth orientation, capacity development and retention programme more of these youth wing members will become active volunteers in the future.

In governance, management and systems development the main focus of SLRCS is developing professional management capacity within governance and all layers of management in delivering high quality service to

vulnerable communities in Sri Lanka in humanitarian needs. Furthermore, governance, management and systems development is directly linked with the vision of SLRCS's OD policy. "The purpose of this policy is to guide and give directions on responsibilities to the National Secretariat of Sri Lanka Red Cross Society (SLRCS) and its branches in operating effectively, efficiently and mutually build up the sustainable organizational capacities for delivering humanitarian services in accordance with the vision and mission of the SLRCS which are embodied in International Red Cross and Red Crescent Movement" (*OD Policy of SLRCS*). In its priorities within the OD policy, it clearly mentions the need to develop human resource capacity at all levels and within the values, working standards and approaches that have been identified. SLRCS aims to work towards achieving well functioning national society status, as mentioned in the Federation OD and capacity building (OD/CB) framework.

In community infrastructure development and capacity building, it is SLRCS' intention to continue to strengthen its organization through strong community based foundations that will enhance its capacity to respond to vulnerabilities within the country through a well organized and well prepared system of management. The main focus of the organisation development programme of the SLRCS is to support the building of resilient communities through its core programmes, while strengthening and improving the quality and quantity of services to beneficiaries by mobilizing and organizing people and other resources within civil society. Under this project we have mentioned some broader activities with intention of identifying the exact community needs after conducting divisional Vulnerability Capacity Assessments (VCAs) which comes as one of the activity in the project. Further, it is planned to mobilize resources to cater the health and DM related community needs through the integrated program approach (IPA).

The OD programme will see the addition of a networking, communication and image building component which will focus on increasing SLRCS's visibility and image within Sri Lanka. It will achieve this through a two-pronged approach - focused and creative national level media campaigns and increasing the capacity of branch staff in the area of communications.

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

c) Potential risks and challenges

The tsunami plan of action budget has considered programme support costs for 2010, but there has been no allocation thus far for 2011. Because it is anticipated that partner national societies contributing to this programme area will continue to require technical input in the following years, in the absence of any programme funds the Federation's country office may miss out on important opportunities to continue with its already well established role as a service provider. The inability to support these programme plans will create a situation where competent employees will leave the organization and impede future organizational development. The available commitments within the tsunami plan of action are not enough to complete the projects as fully functional units. By filling the small funding gap identified in that branch, construction projects could sort out the issue of handing over a non-functional building for the national society.

Programme component 1: Youth development
<p>Outcome: Enhanced capacity of youth members and volunteers to share principles and values and other Red Cross information contribute to ongoing programmes and engage in effective service delivery mechanism.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Develop leadership, communication and interpersonal skills, the arts, sports (through island-wide sport festivals) and language skills among youth members; • Developing and implementing a youth recruitment, induction, training, and a rewarding and appreciation mechanism for the youth wing with the youth strategic plan; • Opportunities for youths in participating local and international youth exchange programme/youth camps; • Implementing a national society youth constitution by conducting annual general meetings at all levels; • Organizing and offering more community services and fund raisings by the youth wing.

Programme component 2: Governance, management and systems development
<p>Component outcome: A professionalized and effective SLRCS service delivery system, with a culture that values professional ethics and humanitarian values and operates within an effective governance and management relationship.</p>

Key Activities:

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

Programme component 3: Community infrastructure development and capacity building

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

Key Activities:

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

Programme component 4: Branch Building construction

Component outcome: SLRCS branches own adequate space to function branch service delivery activities and administrative functions. Providing a conducive environment for the volunteers and branch management to work in as well as an opportunity to utilize available additional space for income generation purposes.

Key Activities:

- Completion of branch building construction projects in Mannar, Matale, Ratanapura and Nuwara Eliya including final finishes.

Principles and Values

a) The purpose and components of the programme

Programme purpose

To promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.

Awareness raising and promotion of humanitarian values is the focus of SLRCS Principles and Values programme. It is carried out both internally within the organisation and externally to reach as much of the population as possible. The programme has two components: i) internal promotion and awareness raising about Fundamental Principles and humanitarian values, and ii) external promotion of Fundamental Principles and humanitarian Values.

The first component of the National Society's Principles and Values programme focuses on improving internal understanding and awareness of humanitarian values, gender issues and Red Cross principles

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

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

c) Potential risks and challenges

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

Role of the secretariat

a) Technical programme support

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

The year 2010 will be especially important for all Movement partners in Sri Lanka. Several partner national societies would have completed their tsunami programmes and will be either leaving the country or fully into their transition into longer-term contributions which are focused on the four core programme areas of the SLRCS. The International Federation's office in the country will therefore need to maintain its already strong technical support in all core programmes to the national society, as well as to the partner national societies carrying out programmes in these sectors. The Federation's office structural changes in the following years, will affect mainly the non-core programme areas. Delegates and staff necessary for implementing and supporting the four core programme areas will remain until at least the early 2011. As efforts and energy will intensify in these programme areas, technical support from the South Asia regional office will be increasingly required. The regional DM department will continue to provide support in and guidance related to regional initiatives such as "building safer communities", the regional disaster management working group, outcomes of the regional DM review, the regional DM/DRR framework and the Well Prepared National Society process and survey.

b) Partnership development and coordination

A Movement coordination framework, under the leadership of the SLRCS and supported by the Federation in-country office was established as a result of the growing number of partners present in the country since the tsunami operation in 2004. This framework enabled the Movement to efficiently implement one of its biggest operations in history and provided a platform through which common policies, operational guidelines and technical criteria were established. In addition, the Movement coordination framework provided the

national society with a Federation-wide vision and an information system that has allowed it to closely cooperate with the government of Sri Lanka, non-governmental organizations and United Nations agencies, as well as other external partners. Some of the other key working partners in the government include ministry of health, the National Disaster Management Centre and the National Water Supply and Drainage Board. By working closely together, the Red Cross Red Crescent Movement as well as other partners are delivering a comprehensive package of financial, organizational and technical support to tsunami-affected families. Coordination and collaboration has also extended at regional level, notably within the disaster management component and its links with regional structures and frameworks such as the regional disaster reduction framework and the regional disaster management working group.

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

c) Representation and Advocacy

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

d) Other areas

Programme Integration:

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

Promoting gender equity and diversity

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

Quality, accountability and learning

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

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

Institutionalizing better practices in project planning and implementation processes will be a key element that the International Federation will contribute to. However, support at all levels will allow for improvements in the management of programmes because these have proven to be ideal entry points for tackling quality and accountability issues. To ensure identified issues are dealt with, a monitoring and evaluation system will be put in place. Awareness-raising on the importance of good programme management as well as the need for every programme manager to adopt and apply these tools and mechanisms will be a key component. The integration of lessons learned and improvements in programme management through assessment and planning for better programming overall are considered along with enhanced participatory methods. A key contribution to the national society in the next few years and as the Tsunami operation comes to a close will be the establishment of an efficient and coherent mechanism for lessons learned from this experience to feed back into current and future programme planning.

How we work

IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Contact information

For further information specifically related to this plan, please contact:

- In the Sri Lanka Red Cross Society: Tissa Abeywickrama, director general; email: directorgen@redcross.lk; phone +94.11.269.4487; and fax +94.11.269.5434
- In the Federation country office, Sri Lanka: Bob McKerrow, head of country office; email: bob.mckerrow@ifrc.org; phone +94.11.452.8698; and fax +94.11.268.2671.

International Federation South Asia Office in Delhi:

- Azmat Ulla (Head of Regional Office); phone: +91.11.2411.1125; fax: +91.11.2411.1128; email: azmat.ulla@ifrc.org
- Michael Higginson (Regional Programme Coordinator); phone: +91.11.2411.1122; email: michael.higginson@ifrc.org

International Federation Asia Pacific zone office in Kuala Lumpur: phone: + 603 9207 5700; fax: +603 2161 0670.

- Jagan Chapagain (director of operations); email: jagan.chapagain@ifrc.org;
- Alan Bradbury (head of resource mobilization and PMER unit); email: alan.bradbury@ifrc.org
- Alice Lai Sze Man (senior officer, tsunami); email: szeman.lai@ifrc.org;
- Please send pledges of funding to zonerm.asiapacific@ifrc.org

[*<Budget summary and map below; click here to return to the title page>*](#)

MAALK002 - Sri Lanka

Budget 2011

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies	152,002	31,992				183,994
Land, vehicles & equipment	34,500	2,045	37,820			74,365
Transport & Storage	59,100	12,600	23,100			94,800
Personnel	188,706	97,863	205,308			491,877
Workshops & Training	160,485	95,396	116,086			371,967
General Expenditure	44,584	45,428	65,224			155,236
Depreciation						
Contributions & Transfers	41,003	55,366	16,148			112,517
Programme Support	45,174	22,145	30,140			97,458
Services						
Contingency	14,600					14,600
Total Budget 2011	740,154	362,835	493,826			1,596,814

