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Sri Lanka Red Cross Society

Five Year Development Plan 2009 - 2013



Mr. Jagath Abesinghe – Hony. President of the SLRCS and Patronage
Mr. S. H. Nimal Kumar – Hony. National Secretary of the SLRCS and Chairman of the Planning Committee
Mr. Prasanna Dassanayake – Chairman Finance Commission
Mr. Tissa Abeywickrama – Chairman Movement Task Force
Mr. Gamini Pinnalawatta – Advisor to the President of the SLRCS
Mr. Samantha S. Pathirathna - Consultant to the SLRCS
Mr. Neville Nanayakkara - Director General
Mr. Surein Pieris – Deputy Director General Operations
Mr. S. B. Madugalla – Deputy Director General HRM & Logistics
Mr. Milton Tilakaratne – Deputy Director General Corporate Planning & Finance Development
Mr. T. H. Ariyaratne - Executive Director OD
Mr. John Gwynn – Asia/ Pasific Zonal OD Coordinator of IFRC
Mr. Hachim Badji - Cooperation Coordinator - ICRC
Ms. Razmi Farook – Organization and Programme Development - IFRC

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Other Contributors

Dr. Lasantha Kodituwakku – Executive Director Health & Care
Mr. Merrik Pieris – Executive Director Communication, Principals & Values
Mr. T. Chithiravel – Executive Director CPR
Mr. Janath Hettiarachchi - Executive Director DM
Mr. Nimal Silva – Programme Officer Livelihood
Mr. Bandula Wijemanne – Programme Officer DM
Mr. Kalana Cooray – Senior Project Manager DM
Mrs. Gothami Chandraratne – Programme Officer DM
Mr. Indu Abeyratne – Project Manager Early Warning
Ms. Lene Svendsen – Health & Care Coordinator - IFRC Sri Lanka Deligation
Mr. John Halder – DM Coordinator – IFRC
Mr. Robert Vandenberg – OD Delegate – CRC
Mr. Patrick Fuller-Communication Delegate – IFRC
Mr. Christer Leopold - IFRC Geneva OD Consultant
Ms. Mieke Van Poucke - IFRC Movement Coordinator
Mr. Mesfin Halefom Abey – Former OD Delegate of CRC
Mr. P.S.A. Sujih Shiroman – Senior Manager OD – IFRC
Ms. Tehani Chitty – OD Programme Support Officer
Mr. Akshy Athukorala - OD Officer - IFRC

Staff of NHQ, All branch Chairman, Branch Executive Officers, members of IFRC , ICRC & PNSs

Message from the Hony. President



With communities facing new challenges in a rapidly changing environment, Sri Lanka Red Cross is committed to fulfill its humanitarian mission in helping the most vulnerable.

The plan provides a clear direction for the National Society in achieving its vision and goals through its mission together with stakeholders and partners. The strategic plan has been translated in to Five Year Development Plan (FYDP) to help the most vulnerable while sustaining the capacity of the community as well as the sustainability of the national society.

I have recognized that the FYDP puts the volunteer service at the forefront through a participatory development approach in delivering services to the community.

I extend my fullest cooperation, commitment and support for the successful implementation of the finality of the FYDP through partnership in the true spirit of humanity.

Jagath Abeysinghe
Hony. President



Following the development of the strategic plan 2009 -2013, with a rigorous consultative process involving all the major stakeholders, the development of a Five Year Development Plan (FYDP) for Sri Lanka Red Cross Society was seen as the natural progression of the process in ensuring that the Society looks to the future with strength and confidence.

The experience, knowledge, skills and capacity built by the Sri Lanka Red Cross Society along with the component of the Movement and its partners, as the largest single contributors to the tsunami reconstruction programme, enables the Society to look forward to becoming a self sustaining organization in meeting our mission in service.

Operating within the context of globalization, while the world faces new humanitarian challenges such as the impact of climatic change, global warming, conflict, environmental degradation, global economic crises, energy, water and food security issues, Sri Lanka also has its own challenges in its passage of humanitarian services.

Meeting the challenges of violence and its impacts in a broader context, the causes of which could be economic, social, cultural or other ideological conflict between individuals or groups, as well as vulnerability due to natural or other man made disasters, the Sri Lanka Red Cross Society has identified itself as an agent of change through its volunteer and development programme activities.

The process of the FYDP in itself gave the Society an opportunity to analyze each critical issue facing Sri Lanka with an impact on the most vulnerable and the strengths and mandates of the Red Cross and Red Crescent Movement in its humanitarian endeavours in responding to such challenges.

I have utmost satisfaction and the confidence towards the manner the FYDP process progressed to the current status of its launching today and I have no doubt it gives the Society and the community a new lease of life to face emerging global challenges confidently.

I pledge to make my commitment in a spirit of collectiveness we as stakeholders and partners of the Red Cross and Red Crescent movement to fully commission the Red Cross global agenda in Sri Lanka.

S. H. Nimal Kumar
Hony. National Secretary



With a clear goals set for the future development of the Society in delivering services and in meeting self sustainability in operational support, the Five Year Development Plan (FYDP) has been developed as a route map identifying management responsibilities in meeting defined targets.

Systems and structures are put in place to ensure transparency and accountability through systems of planning, monitoring, evaluation and reporting with measurable time-bound targets.

I send my good wishes for the successful implementation through partnership in the true spirit of humanity and dedicated service.

Neville Nanayakkara
Director General

Message from the Secretary General of IFRC



The Sri Lanka Red Cross Society together with its partners has engaged in a consultative process to develop this Plan, involving all the branches as well as the governance and national headquarters. I believe this Five Year Development Plan will represent the shared commitment of all of SLRCS and its partners to ensure a focussed, sustainable, effective, efficient, integrated set of programmes to assist the most vulnerable in Sri Lanka through its volunteers and branches.

Aware of the importance of accountability and the complex challenges which face Sri Lanka after the tsunami and the conflict, this Plan focuses on grass roots delivery, and emphasises the impact of the Red Cross in Sri Lanka.

As an organisation increasingly aware of its role as auxiliary to the authorities, and its unique added value in the development process, the Federation congratulates the Sri Lanka Red Cross Society on this visionary plan, and commits itself to working with the National Society to ensure its implementation.

Bekele Geleta
Secretary General
International Federation of Red Cross and Red Crescent Societies



During 2008 and 2009, the SLRCS has put in considerable efforts to finalise its five years development plan with the support of its Red Cross & Red Crescent Movement partners. The ICRC is happy to have been associated to the entire process that was conducted in an exemplary participatory and consultative manner, involving all programmes staff from SLRCS National Headquarters, and branches.

The SLRCS presents today a realistic five years development plan that clearly translates the future strategic directions of the SLRCS and the Red Cross & Red Crescent Movement.

The ICRC congratulates the SLRCS for this important achievement and expresses its will to accompany the SLRCS also in the implementing phase of the five years development plan.

Paul Castella
Head of Delegation - Sri Lanka
International Committee of Red Cross



This Five Year Development Plan reflects a big step forward for the Sri Lanka Red Cross in its ambitions to realise its full potential and responsibility to evolve further as a lead humanitarian actor, both domestically and as part of their International Federation. It is clear through the effort and priority given to this process that SLRCS are committed to delivering quality services to reduce vulnerability, in what are very challenging and difficult times in Sri Lanka.

The Federation has provided customised support to the development of this plan, and more widely supported national society capacity building initiatives.

I would encourage partner national societies to work closely with the Sri Lanka Red Cross through this plan, to enhance their efforts to move towards a more sustainable post-tsunami focus on core areas.

Paul Emes
Head of Delegation - Sri Lanka
International Federation of Red Cross and Red Crescent Societies

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1.0 Background

1.1 Overview

Sri Lanka Red Cross Society (SLRCS) has consolidated and positioned its unique services within the scope of relief and recovery over the past seven decades and the shift of paradigm prompted SLRCS to think broader to step in to the development arena since the 2004 Tsunami. It has 26 branches covering 25 districts. SLRCS has significant lessons learned and recognises the environmental challenges with global changes as well as continuous changes in social, political, economic, legal, environmental and technological contexts in Sri Lanka.

Since the outbreak of violence in Sri Lanka in 1983, the SLRCS has reasonably expanded its capacity to deliver humanitarian services to conflict-affected people in the North and East and in other areas where the conflict situation prevailed. Subsequently, in the late eighties (1989-90), it expanded its structure throughout the country by establishing 25 district branches with specific focus on the emerged conflict situation.

The branch capacities especially in the North and East rapidly increased since 1990. With its establishment, the branches delivered quality humanitarian services to those Internally Displaced Persons (IDPs) as a result of the conflict situation which prevailed from time to time in the North and East and in the neighbouring districts. With regard to the deliverability, the capacity of the branches in the North and East even before the Tsunami remained at a strong level. The preparedness level of the other branches which are prone to natural disasters such as floods, cyclones, droughts, landslides, and fire etc. after year 2000 with an increased trend and frequency of natural disasters was at a reasonable level.

The Tsunami of 2004 had a major impact on Sri Lanka. SLRCS responded together with the Movement partners with other stakeholders to make a major contribution to the Tsunami rebuilding programme by scaling-up capacity of the National Society with special focus on 13 branches of the Tsunami-affected districts.

Sri Lanka is now faced with another humanitarian crisis. More than a quarter of a million people, who have been internally displaced by armed conflict, find themselves in welfare centres and welfare villages. At present, there are hundreds of thousands of conflict-affected victims who are not displaced but living in their place of origin and are deprived of basic facilities due to adversities of conflict. On 19th May 2009, His Excellency the President declared an end to Sri Lanka's 30 year raged conflict. Now, major challenges present themselves with regard to relief, recovery and development in Sri Lanka.

The SLRCS is confident and committed in tackling these challenges together with Movement partners and other stakeholders. In this crucial moment and turning point, SLRCS realises its mission to reduce risk, build capacities and promote principles and values by mobilizing resources, creating universal access to services through volunteerism and partnerships through its core programmes comprising of Disaster Management (DM), Health and Care (HC), Organisational Development (OD) and Principles and Values (P&V). SLRCS continues its collaborative work with the Partner National Societies (PNSs), the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), Government of Sri Lanka, private sector and other national and international organizations and individuals, to execute its humanitarian mission.

1.2 The Purpose of the Five Year Development Plan

The purpose of formulating the Five Year Development Plan (FYDP) is to assure long term sustainable core programmes giving due prominence to Integrated Programme Approach (IPA) through a common and coherent manner in order to operationalise the SLRCS strategic plan together with its partners in order to address vulnerabilities. This will facilitate effective cooperation and coordination with partners while enhancing cost efficiency and common understanding on programme needs, Priority Risks and Vulnerabilities (PRV). This plan emphasises the strengthening of community structures and divisions, branches and the NHQ in order to deliver sustainable services and to build community resilience.

The FYDP is aimed to support SLRCS to plan, implement and monitor core Programmes. The consistency in information provided by the FYDP is important for performance and accountability in reporting, for ensuring the relevance of lessons learnt, for optimizing continuous Programme improvement and organizational development for the SLRCS. The FYDP aims to provide greater clarity to partners to encourage longer-term sustainable programming, bearing in mind PRV in the Sri Lankan context and the strategic goals and objectives of the SLRCS.

This FYDP is also an operational plan to guide to achieve the macro goals and objectives of the revised 'SLRCS Strategic Plan 2009 – 2013,' and it lays the foundation for the next five years, during which time the National Society (NS) plans to be more cost effective. This in turn entails forming longer term partnerships with movement partners and other key stakeholders in working 'together for humanity'.

The SLRCS FYDP serves to:

1. Operationalise the revised Strategic Plan 2009 - 13
2. Guide SLRCS while consolidating its position from the pre-Tsunami situation, the transition from Tsunami response model to sustainable model
3. Implement core Programmes through special focus on Integrated Programme Approach (IPA) to ensure addressing PRV in an efficient and effective manner
4. Strengthen the human, physical and financial capacities of divisions, branches and the NHQ and facilitate strengthened capacity of the community and community organization
5. Advance the planning, implementation, monitoring, evaluating and reporting process towards achieving positive programme impacts
6. Incorporate key cross-cutting issues drawn up in the strategic planning process which have been central in informing the development of the OD programme approach
7. Ensure a strong and sustainable approach of resource mobilization programme to promote safer and resilient communities, self reliance and inter-dependent divisions, branches and the NHQ
8. Ensure good governance and management norms through results- based performance, commitment and dedication with a higher level of management ethics, values and practices to meet transparency and accountability
9. Endeavour to be a learning organization through succeeding in operationalising the FYDP and sharing its lessons with other interested national and international organizations

1.3 Evolution of the FYDP

During 2006, global Tsunami coordination and financial management issues which came to the forefront, delayed strategic planning processes. However, towards the end of 2006, partners in Sri Lanka assisted in reviving and resuming the country level strategic planning process with focus on developing the SLRCS strategic plan and a forum was also set up to share PNS strategic plans (All Movement Partners Meeting – AMPM strategic process). Agreement around a set of good programming practices advanced the agenda for more integrated approaches to programming between the various programming sectors. In early 2007, dissemination of key global-level strategies including The Federation of the Future and the Global Agenda, were shared amongst the RCM partners with a view to engage them more in planning for sustainability and support for the transition of SLRCS to regular core programmes. The development of the SLRCS FYDP has been undertaken with the NS demonstrating its commitment towards implementation of NS led and owned collaborative process. The FYDP is seen as an important step in operationalising the revised strategic plan 2009 - 13 and is a timely step towards informing transition process and strategic needs and securing longer-term partnership for SLRCS in the future. The FYDP planning framework consists of the following inputs and the outcomes:

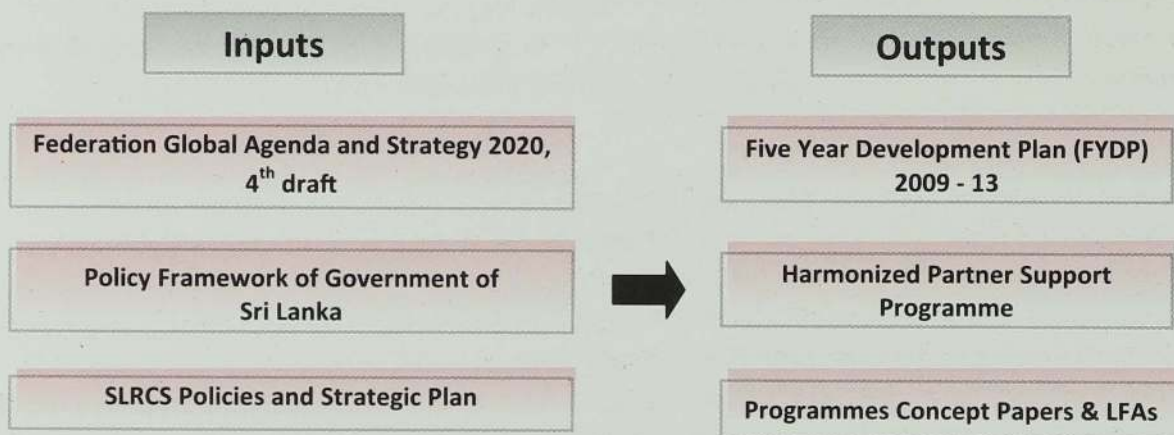


Figure 01: FYDP Planning Framework

The Governance and Management of the SLRCS made their priority commitment to address present challenges using lessons learned through developing FYDP with a wider consultation process with branches, partners, IFRC, ICRC, government stakeholders, advisors and relevant technical consultants. It is noteworthy to mention that the FYDP has endeavoured to address the issues and concerns of many PNSs working in Sri Lanka identified through ad-hoc assessments undertaken by both the regional delegation and the SLRCS.

The FYDP was facilitated by a committee set up by the SLRCS in recognition of the importance of participatory planning in order to ensure effective implementation of programmes, full ownership of them by the organisation and the incorporation of new and innovative ideas emerging out of the recent intensive experience of the past several years with current global trends in shift of paradigm. On the directive of the President, the National Secretary chaired the FYDP process. The Committee was keen to ensure that a full consultative process was undertaken. The resultant satisfaction and ownership of the FYDP from those involved and the enhanced understanding on PRV, principles, concepts, strategies and program activities has been one of the most significant achievements of this process. FYDP process consisted of around 60 formal meetings as well as a large number of informal meetings and discussions. The active engagement and live participation of the relevant parties and their valuable contributions along

with the commitment and the enthusiasm of governance, management and other stakeholders were key factors for the successful outcome of the process.

Steps in the process of the FYDP since January 2008 partnership meeting:

1. Appointment of committee to develop the FYDP
2. Facilitation of regular planning meetings
3. Development of programme plans per department with cross sectoral inputs
4. Development of project proposals to support the programme plans
5. Presentation of draft core Programme plans to relevant partners and technical focal points at technical committee meetings and through 1-1 discussions
6. Development of the draft FYDP as the basis for discussion comprising of: i) narrative issues and analysis section built on results of discussions and workshops within the SLRCS and with in-country and regional partner expertise ii) a matrix (log frame) mapping departmental programme plans and integrated programme plan, issues and indicators against the objectives and expected outcomes
7. Workshops to institutionalize IPA in planning core programmes
8. Consultation workshop with the participation of Governance and Management of both SLRCS Branches and National headquarter
9. Development of programme detailed budgets
10. Harmonized Plan (first stage) per department, mapping out current operational support from Partners and gaps in programme support with associated budgets.
11. Circulation of the FYDP document for comments to Programme Coordinators and technical focal people in the RCM
12. Incorporation of comments, suggestions and finalisation of the FYDP document
13. Launching the FYDP to Movement Partners on 19th June 2009 in Kuala Lumpur
14. Acknowledgement from the CGB for FYDP
15. Development of an operational modality and co-ordination mechanism
16. Development of second stage harmonized plans
17. Partnership forum for external donor agencies non-Red Cross Movement agencies to be made in September 2009, Colombo, Sri Lanka
18. Development of third stage harmonized plans
19. Presentation to corporate sectors to be made in December 2009, Colombo, Sri Lanka

1.4 The Way Forward

The SLRCS has already taken steps to initiate a process of reengineering in order to ensure sustainable services through the use of the right organization model as well as reviewing structures, strategies, systems, staff and organizational culture. The FYDP will be the operational guide for both governance and management to undertake their mission to attain SLRCS's vision within the framework of the ongoing development process of the Federation Strategy 2020.

The two year period (2009 and 2010) represents an important period of transition for the SLRCS. It recognises that the completion of Tsunami operations, the exit of some RCM partners from Tsunami projects, and possible handing over of responsibility for sustaining the benefits of Tsunami programming to the SLRCS as well as effective planning and co-ordination support for future sustainability.

Through the FYDP, the SLRCS attempts to:

- Conduct its own planning and prioritisation process in alignment with changing context
- To achieve managerial excellence through learning and innovations
- Provide guidance on transition, exit and sustainability planning for RCM partners in Sri Lanka if applicable
- Collaborate with Movement and other partners through the sharing of plans and budgets to establish a basis for co-operation within a framework of the partnership principles which is in the process of development. This will be further enhanced through SLRCS' FYDP process and acknowledged re-engineering and support services recovery methods (shared cost), reflecting the commitment to finding solutions to ensure partnership support in the development of longer-term sustainable programmes.

The FYDP has also factored in the following programme strategies to ensure longer-term development and sustainability within SLRCS programming:

- Risk reduction, community resilience, response and recovery
- Branch, division, unit and community level Institutional development
- Resource management and development
- Internal change management
- Integrated programme approach (IPA)
- Organizational capacity building
- Planning Monitoring Evaluation and Reporting (PMER)

Dissemination of the FYDP will be one of the key way forward activities in order to ensure proper understanding, interest and the commitment of the SLRCS and multi-stakeholder partners. Comprehensive and systematic dissemination programme has been planned and is to be implemented before and beyond the launch of the FYDP which consists of the following orientations to:

- Central Governing Board (CGB) of the SLRCS
- SLRCS management-NHQ
- in-country RC technical delegates and donors
- branch governance
- branch committee, staff, volunteers and other stakeholder through a TOT programme
- External donors

The SLRCS invites PNSs, other donors and stakeholders to work through the FYDP in order to assist SLRCS in delivering sustainable services to vulnerable communities. It also wishes to express its commitment to inculcating a culture of continuous learning and improvement with the intention of achieving quality programming, strong impact, transparency, clear accountability and would welcome further dialogue with its partners to achieve this.

2.0 Country Profile

2.1 Overview

Sri Lanka is an island located in the Indian Ocean in South Asia. The country is of 65,610 sq km in area of which 64,740 sq km is land and 870 sq km is water. The coastline is around 1,340 km and the terrain is mostly low, flat to rolling plain and mountains in south-central interior. With an estimated 21,324,791(2008) people in the country and an annual population growth of roughly 0.904 percent, Sri Lanka is among the most densely populated countries in the world, ranking 19th in the order of high density 24. The ethnic Sinhalese make up approximately 73.8 per cent of the population, with the Sri Lankan Tamils and Indian Tamils together forming the largest minority and accounting for approximately 18.5 per cent of the population. Other communities nearly 7.7% include the Muslim Moors and Malays and the Burghers.

Sri Lanka is divided into 9 provinces and 25 districts. The districts are further subdivided into Divisional Secretariats, and these in turn to Grama Niladari Divisions (GNDs). The Constitution of Sri Lanka establishes a Democratic, Socialist Republic in Sri Lanka, which is a unitary state. The government is a mixture of the Presidential System and the Parliamentary System. The President of Sri Lanka is the Head of State, the Commander in Chief of the armed forces, as well as Head of Government, and is popularly elected for a six-year term.

2.2 Socio Economic Background

The 2008 Central Bank annual report states that the Gross Domestic Product (GDP) at the market price for that year was 4,411 (Rs. billion), GNP at the market price for the same year was 4,312 (Rs. billion). Per Capita GDP and Gross National Product (GNP) was at the value of 2,014US\$ and 1969US\$ accordingly.

By occupation the labour force is divided into agriculture (34.7%), industry (26.1%) and services (39.2%). As of 2008, the unemployment rate was approximately 5.2%. Sri Lanka's economy has been based predominantly on agriculture (chiefly rice) with around 90 percent of the rural population's income depending on this sector. Landless and marginal farmers constitute the bulk of the poor and food insecure households in rural areas.

Historically an agricultural society, Sri Lanka now faces drastic changes. The open market economy continues to draw people to people white collar jobs resulting in the low productivity of the domestic agricultural sector. As a result of these changes, farmers have limited access to credit, modern agricultural implements and high-quality seeds. Land holdings are small. Threshing systems, storage and transportation of produce are still fairly primitive, resulting in high post-harvest losses. Apart from this, the long standing civil war caused an increase in defence spending as well as the crowding out of public investment and increasingly restricting spending on sectors vital to long-term economic development. This has overburdened the country's economy and social fabric.

Social issues such as alcoholism, gender, caste and class discrimination, household-violence, child labour, and prostitution and a high suicide rate plague the country.

2.3 Political Climate

The Sri Lankan civil disturbances were a conflict fought on the island-nation of Sri Lanka. Beginning on July 23, 1983, there had been intermittent civil disturbances taken place, predominantly between the Government of Sri Lanka (GOSL) and the Liberation Tigers of Tamil Eelam (the LTTE), a separatist rebel organization which fought to create an independent state within the Island.

The confrontation between the GOSL and rebel group has been on since 1983, which interrupted time to time, and subsequent cessation of hostilities were often followed by peace negotiations with the involvement of the international community until 2006. A landmark peace negotiation process prompted both parties to the conflict to enter into a Cease Fire Agreement (CFA) in 2002, facilitated by Norway. The peace effort was broken due to failure of talks in 2006 between both parties, and fighting resumed.

After a 30-month-long military campaign, the Sri Lankan government pledged in May 2009 for a strong commitment to find a lasting political solution for the national ethnic question. The outcome of the hostilities in North (Vanni) created a massive humanitarian catastrophe and over quarter of a million people, who have been displaced by the war, found themselves in camps. During the time of hostilities, the Red Cross & Red Crescent Movement (ICRC, SLRCS, and PNS), together with UN, INGOs and NGOs, responded to ad-hoc needs of these IDP populations in transitional camps as well as in semi permanent centres.

Government has established a Special Task Force for the Resettlement, Development and Security in the Northern Province. The said Task Force is now planning to implement an initial "180 days" early recovery Programme, in addition to medium and long term programmes with the possible support of governmental and inter-governmental agencies, as well as the humanitarian organizations.

The SLRCS, through its own resources and with funding from the ICRC and PNSs, distributes emergency relief to IDPs. It also provides services to the wounded and the sick: over 300 SLRCS volunteers are working round the clock in hospitals in the North and the East of the country. A joint Letter of Intent signed by the SLRCS and the ICRC was presented to the Ministry of Resettlement and Disaster Relief (MRDR). The Letter of Intent is the Red Cross and Red Crescent proposal to undertake humanitarian assistance to IDPs. Further, the SLRCS also intends to sign an MOU between the government of Sri Lanka and the SLRCS for the post-conflict recovery phase.

2.4 The Impact of the Global Financial Crisis

The global financial crisis together with inflationary trends in Sri Lanka is expected to have a significant impact to the economy in the country. Sectors such as tourism, Agriculture exports, Garment exports, construction industry and remittance from migrant workers are also expected to be adversely affected.

Due to the current global economic conditions, recruitment for foreign employment might suffer as Sri Lanka's major labour hiring countries are experiencing a severe economic downturn, while the declining external demand for Sri Lanka products might lead to lower domestic production causing some job losses in 2009. Meanwhile, as the public service is already over-staffed and absorbs a substantial part of budgetary allocation, it is imperative that further recruitment be limited by the government. The export oriented industries such as apparel, rubber based products, diamonds processing and gem & jewellery were adversely affected by the global economic recession due to decline in demand (Annual Report, Central Bank of Sri Lanka, 2008).

It is also expected to have an impact on the cost of the household 'food basket' and food security situation of more vulnerable households as an ultimate and cumulative result of the global financial crisis.

The Sri Lankan government has already taken both short term and long term economic measures to face the challenge of the impact of the global financial crisis among which is an economic stimulus package for export, finance and leasing companies.

2.5 Priority Risk and Vulnerabilities

Through its seven decades of humanitarian services provision, SLRCS maintains its sound understanding of PRV in Sri Lanka. This chapter presents a summary of PRVs in Sri Lanka with the main focus on natural and other hazards such as Tsunami, floods, cyclones, landslides, droughts, climate change, food security, migration, conflicts and post conflicts and human trafficking.

Disaster Trends

Over the past two decades various types of disasters have struck Sri Lanka and the likelihood of a recurrence of Natural Disasters like floods, droughts, landslides and cyclones is bound to increase in the future.

Several cyclones have struck Sri Lanka in the past few decades, out of which the one in 1978 was the most severe. From 1982 up to 2002 there were twenty five major landslides and in 2003 another six took place causing extensive loss of life and damage to houses and infrastructure. In 1992, a severe flood happened in Colombo which was attributed to intense rains and storm water drainage problems. Similar events took place subsequently in urban areas of other districts, and in some districts river floods are experienced recurrently, such as Rathnapura, Kalutara, Matara, Galle etc. The Tsunami that struck on 26 December 2004 is considered the largest and most devastating natural disaster in the history of the country.

In addition to the uncertainties of weather, it is evident that natural hazards are further aggravated due to population increase, rural-urban migration and scarcity of safe lands. These result in unplanned land use leading to environmental degradation and further frequencies of drought. In the past, there have been traditional practices and methods adopted by the people to reduce hazards and to avoid disasters. With time, these have been lost due to people occupying new lands not being aware of the hazardous events prevalent in the area or the traditional practices. These increased incidences have been topped up by manmade disasters such as traffic and transportation accidents, hazards resulting from the use of poisonous chemicals, oil spills, terrorist activities and others. With these developments, disaster management has become a clear priority and an essential discipline to be adopted by the SLRCS and for consideration across the country.

Natural Hazards

Sri Lanka is prone to floods, cyclones, droughts and landslides. Floods and landslides are more localized and seasonal while droughts and cyclones are more widespread and occasional. The island is located in a cyclone-prone area and the coastal belt of the country is particularly vulnerable to the effects of tropical storms and tidal surges.

In addition, its location exposes it to a long North-east and South-west monsoon season each year. The southern and western sections of the island (the wet zone) receive large amounts of rain, causing flash floods in the mountainous areas and foothills and river flooding on the plains. The northern sections (the dry zone) often receive less than 1,000 mm of rain annually, leading to widespread drought and food shortages, and making irrigation agriculture necessary.

a) Tsunami

On December 26, 2004 three fourths Sri Lanka's coastal belt were affected by a Tsunami, triggered by an earth quake earthquake, measuring 9.3 on the Richter scale, off the west coast of the islands of Sumatra. The earthquake was ranked the fifth biggest of the century, and the Tsunami that followed it claimed the largest death toll ever recorded for a Tsunami, worldwide. This resulted in the loss of 31,000 lives, displacement of approximately 443,000 people (Millennium Development Goals Country Report, 2005). Not widely known at the time was the fact that Sri Lanka had been hit by a Tsunami on 27th August 1883. Over 5 tsunamis have been documented in the region within the past 500 years.

b) Floods

Floods are an annual occurrence, bringing tremendous damage to life and livelihoods. The main causes of the frequent occurrence of floods are heavy seasonal rainfall, deforestation, lack of flood protection schemes and unplanned development activities. While the wet-zone suffers periodic river breaching, the country's vast dry zone plains are not spared calamitous flooding. When the dry zone is subject to unusually wet weather in the form of inter-monsoons or depressions, the extent of flooding and damage caused are often greater than in the wet-zone.

c) Cyclones

Sri Lanka lies in the periphery of the tropical cyclone belt, storms and gale force winds are also bound up with monsoon activity or severe weather changes in the Bay of Bengal. November 1978, 740 lives were lost in the East of Sri Lanka. Sri Lanka's definition of a cyclone refers to wind speeds of over 118km per hour, while a cyclonic storm has wind speeds of 62-117 km/h. During the period 1881-2001, eleven cyclonic storms and five cyclones crossed the Sri Lankan coast.

Cyclonic storms occur mainly during North-east monsoon conditions, the overwhelming majority of these (85 percent) during the month of December.

d) Landslides

A combination of heavy rainfall, geology and unsafe land use practices has led to intermittent landslides throughout the hill country. Road construction, clearing forests for cultivation and development projects often pave the ground for mass land sliding, by disturbing slopes in equilibrium. The last two decades recorded a number of large landslides, with axial lengths over one kilometre. The Monsoons in 2002, caused landslides in three administrative districts, claiming a number of lives and damaging houses. Eight of Sri Lanka's 25 districts are prone to landslides. Some 12,000 square kilometres of the country are designated as vulnerable to landslides.

e) Droughts

Severe droughts have been reported in Sri Lanka in every decade since the 1930s. Large droughts are expected once a decade. The failure or inadequacy of the Southwest monsoon often results in island-wide shortages of water, drying up of reservoirs and crop failure. Apart from severe droughts, there is a slow, constant drought suffered by a large portion of the dry-zone population that goes virtually unnoticed by authorities, planners, local government or bureaucrats. Drought affects a major portion of the population that depends on small-scale agri-business and subsistence farmers in rain-fed agriculture areas.

The direct impacts are loss of crops, livestock, and income opportunities. During the most recent drought in 2001, approximately 370,000 families were affected in the dry plains of the country. Relief meted out to these families cost Rs400 million. The drought of 1987 affected 2,200,000 people.

Other Hazards

Other hazards include erosion and sedimentation, salinity intrusion in rivers, epidemics, wild elephant attacks, the presence of fluorides in drinking water (which cause kidney disorders) and bushfires. Though not an immediate threat to life and property, these deserve greater attention as they have medium to long term effects that can have adverse impacts on people and heavy annual costs. An increase in the use of technology and chemicals in industries, as well as the transporting of chemicals and explosives, has led to several other hazards. These include technological, industrial fire, chemical, transport accidents, nuclear and biological, radiological, solid waste.

a) Migration

Migration from Sri Lanka continued to rise due to economic reasons, maintaining the same basic features: it is almost exclusively directed toward the Middle East and it remains dominated by female migrants employed as domestic workers. Besides this, there are considerable numbers of internal and external migrations due to poverty. Forced migration in Sri Lanka is strongly associated with ethnic conflict and three decades of civil war. While deteriorating relations between Sri Lanka's two main ethnic groups (Sinhalese and Tamils) led to some migration beginning in the 1950s, the onset of civil war in 1983 saw a massive increase in displacement, especially amongst Sri Lanka's Tamils.

Since then, conflict-induced displacement has occurred internally, to nearby India, and further to other parts of the world (particularly to the West). Forced migration from Sri Lanka has also

gained prominence because people of Sri Lankan origin have consistently ranked amongst the largest groups seeking asylum in Europe, North America and Australia. The political instability and the slow progress of development work in the north-east are obstacles to IDP return and refugee repatriation. Many of the causes of forced migration in Sri Lanka are yet to be resolved.

b) Conflicts

Conflict happens every day – it is an inevitable part of life. In different contexts, it can mean different things to different people. For example, it can refer to: a debate or contest, a disagreement, argument, dispute or a quarrel, a struggle, battle or confrontation or a state of unrest, turmoil or chaos. All of these can be used to characterize situations in different social settings - from the inner emotional or psychological process of the individual, to relationships within or between different social groups such as the family, town, states, cultures or even civilization.

The word conflict usually has negative connotations. All tend to think of it as the opposite of cooperation, harmony, accord, or even peace. Within everyday usage, it is most closely associated with, and often used to mean, the same as violence. It is not surprising then that most people think of conflict as destructive and undesirable, as social aberration to be avoided, contained or eliminated. Such a narrow and one-dimensional view of conflict is unhelpful, because it does not allow us to distinguish between different levels of conflict or the various forms it distinguishes between different levels of conflict or the various forms it may take or the many causes involved in conflict-behaviour. Conflicts can occur at all level in society as within an individual, between husband and wife, within a household, between extended family groups, among community groups, between community groups and external organizations, between political parties and between countries and group of counties.

SLRCS with the support of the ICRC and PNSs has a greater responsibility towards addressing conflict response and approach to harmonise conflict-sensitive factors to reduce conflict risks and vulnerabilities. SLRCS has been addressing harmonized conflict sensitive programmes to reduce tensions amongst communities who are vulnerable and face risks towards their own security and safety.

c) Climate Change

Sri Lanka's climate can be described as tropical, and quite hot. Forests at one time covered nearly the entire island, but by the late 20th century, lands classified as forests and forest reserves covered around one-third of the land. As the area covered by forests declined, thereby threatening various species of wildlife, Sri Lanka became the first country in the world to establish a wildlife sanctuary. Nevertheless, the country is now facing environmental issues such as deforestation, soil erosion; wildlife populations threatened by poaching and urbanization, coastal degradation from mining activities and increased pollution, freshwater resources being polluted by industrial wastes and sewage runoff, waste disposal and air pollution in urban districts. Occasional cyclones, droughts and floods are the natural hazards the country faces.

During recent decades, the climate of the island has undergone a change to such an extent that correct amount of rainfall does not come at the correct time of the growing season. Variability of both Southwest and Northeast monsoon rains and rains of convectional origin has increased significantly. As a result, both extremes i.e. water scarcity and excess water has become a recurrent problem in many agricultural sectors with indirect impact on production sectors in Sri Lanka. Increased occurrence of extreme rainfall events due to climate change, droughts, floods and decreased soil moisture, has become a common feature of the climate of Sri Lanka.

Meanwhile, increasing ambient temperature is also inflicting several direct and indirect negative impacts. Enhanced greenhouse effect could partly be responsible for this warming in addition to the local heat island effects caused by the rapid urbanization that has been taken place during the recent past. However, intensively managed livestock sector of the country is not so vulnerable to climate change compared to the impacts of the food crops sector. But, the situation is obviously different for extensively managed livestock sector where it is purely dependent on the rain-fed pastoral systems. Meanwhile, additional pressure coming from ever-increasing population, poor terms of trade, weak infrastructure, lack of access to modern technology and information and civil disturbances will restrict the options available for people to cope with the negative consequences of climate change.

d) Food Security

Sri Lanka has long had a high level of food security and the most liberalized regime for agricultural trade. However, food security at the household level still remains a problem, particularly in terms of health and nutrition for the poor, children, and those affected by war. Other challenges are the stagnation in agricultural production in recent years, which has led to reduced incomes for farmers, the need to further liberalize trade, and the various constraints on the diversification toward commodities with a higher value. Despite 90 and 80% self-sufficiency in rice and fish, respectively, food imports remain relatively high, amounting to roughly 1 million tons of wheat annually. The government uses strategies such as agricultural technologies to increase production, the design of policies to generate rural employment, and for the short-term, the improvement of targeted poverty alleviation programmes to ensure food security.

e) Human Trafficking

Human trafficking is yet another challenge that Sri Lanka has to grapple with. Some time Sometimes, humans are smuggled using the identities of others or false identification, to other countries. From time to time, internal human trafficking is reported through media in free trade zones and in metropolitan areas of the country affected by poverty. Due to the lack of studies, the situation is not captured properly. Women Empowerment and Childcare Ministry has commenced research studies in 2008 to comprehend the nature and the magnitude of human trafficking.

Sri Lankan men and women migrate to the Persian Gulf, Middle East, and East Asia in search of employment as construction workers, domestic servants, or garment factory workers. Some of these migrant workers find themselves in situations of involuntary servitude when faced with restrictions on movement, withholding of passports, threats, physical or sexual abuse and debt bondage. Children of these families are trafficked internally for commercial sexual exploitation and, less frequently, for forced labour. Sri Lanka has not ratified the 2000 UN TIP Protocol (2008).

2.6 The Healthcare and Nutrition Status

Health and social status of Sri Lanka has shown a significant progress over the last several years. Life expectancy of Sri Lankans is 72 for males and 76 for females (Department of Census and statistics, 2006). Maternal Mortality Rate is 43.5 per 100,000 live births (FHB, 2005) and mortality rate for children under five is 11.2 per 1000 live births (2003) (AHB, 2005). The mortality rate for children less than five is 21 per 1000 births (DHS, 2007).

Sri Lanka has an extensive network of public health clinics and hospitals across the country (25 districts), with most of the population (except in the North and East) living within 5 km of a facility. However, a number of health system problems persist. There have been a series of

attempts to reform and decentralize the health system since 1987. All have called for substantial strengthening in the organization and management of the health system. The tertiary and secondary level hospitals (Teaching, General, and Base Hospitals) have occupancy rates of over 100%, while the primary care hospitals (District and Rural Hospitals, and Peripheral Units) often barely have 30% occupancy. This highly cost-ineffective situation arises as many people with even relatively simple conditions bypass the lower level facilities with the lack of staff and service quality. The curative and preventive health services are organized and managed separately under the Ministry of Healthcare and Nutrition.

However, improvement of nutrition indicators has not kept pace with the other (NNPSL, 2008) economic and health indicators. Despite the relatively high literacy rate (92.5% in 1003/04) in the country (CBAR, 2007) and achievements in economic growth, the nutritional status of children is not satisfactory, and neither is that of adolescents and women. Low birth weight prevalence is 16.6 (DHS, 2007). Among under five children, 21.6 are under weight (compared to 22.8%, 2000), and about 15% infants and pre-schoolers are wasted (15.5 in 2000) (DHS, 2007). Stunting levels have declined from 18.4% to 18% in 2007 (DHS). The nutrition status shows a wide variation across the districts substantiating the geographical disparity (NNPSL, 2008).

Sri Lanka is affected by a number of communicable diseases including malaria, drug resistant tuberculosis, dengue, Japanese encephalitis; diarrhoea and acute respiratory infections. Due to changing lifestyles, the control of Dengue and Chikungunya in particular will be one of the main challenges in the future.

The Island is now experiencing a shift in its disease pattern; emerging diseases such as cardiovascular diseases, cerebro-vascular illnesses, diabetes and cancer are now showing greater significance in the morbidity and mortality patterns. Tobacco, substance and alcohol abuse have increased in magnitude over the past two decades, and pesticide poisoning too remains a problem. Sri Lanka has one of the world's highest suicide rates amongst adolescents and young adults. Malnutrition exists amongst disadvantaged populations especially in parts of the North, East, North Central and Uva Provinces.

Although Sri Lanka is still classified as a low HIV/AIDS-prevalent country, a cumulative total of 1059 HIV infections had been reported by the end of December 2008. Based on international experience, this implies a potential 3,500- 4,500 cases in the country.

At the moment, the required Blood and Blood products of the country is catered to by Voluntary Non Remunerated Blood Donors (VNRBD) and the National Blood Transfusion Services under the Ministry of Healthcare and Nutrition. The target is to make it 100% with the emphasis on reducing the replacement donors to 0% in the future. This is a big challenge as replacements are high and VNRB donors are less in the Northern and Eastern Provinces and some other parts of the country.

The increasing incidence of non-communicable diseases has a major impact on the health sector. For example, the highest cause of hospitalization is injuries including road traffic accidents.

a) Injury Surveillance Record

Through the injury surveillance pilot project conducted by the subcommittee on injury surveillance of the Trauma Secretariat, the following facts were disclosed. This table highlights the important place taken by road traffic accidents out of all the accidents.

Table 01: Injury Surveillance Record

Type of Accidents	Percentage %
Road traffic	28.1
Accidental falls	21.6
Injuries related to violence	15.3
Occupational injuries	11.7
Sports and leisure time injuries	15.6
Burns	7.6
Drowning	4.4
Animal bites	2.5

Long term medication for chronic illness impacts on the health financing capacity. Much of the health burden associated with these non-communicable diseases can be mitigated through low-cost preventive measures including healthy diet, regular physical activity and reduction in smoking and alcohol consumption.

Social welfare issues in Sri Lanka are becoming increasingly manifest due to a combination of the effects of civil conflict for more than 25 years, natural disasters, lesser priority given to investments in the social, educational and health sectors as well as negative impacts of globalization and modernization. Suicide, self-inflicted harm, domestic violence, assaults on women and substance abuse/misuse are some of the conditions, reported by humanitarian organizations, to have increased drastically over the past years. Urgent response is needed in the broad area of psycho-social support, specifically to youth, internally displaced people, individuals and families who have lost relatives in the Tsunami, the estate population and people most affected by the civil conflict.

b) Human Resources for Health

Development and deployment of health personnel continues to be a major problem adversely affecting the peripheral health system. There is an acute shortage of nurses and other allied health personnel while production of medical doctors continues at a high cost. This raises the problem of appropriate skill mix for effective service delivery. The imbalance is further exacerbated by the unwillingness of health professionals to accept the conditions in peripheral areas with consequent concentration in large urban centres. The most grass root level health workers in Sri Lanka are the public health midwives, functioning as multipurpose workers, and the community health workers. Both categories are most often too few in numbers and overloaded with duties.

c) Health Financing

In terms of financing health services, the government supports a policy of universal health services for all its citizens. The government is committed to ensuring the continued financial sustainability of the health sector. However, protecting equity of access and quality of care pose important challenges.

Throughout the 1990s, total health expenditures in Sri Lanka were 3.1% to 3.5% of GDP with government and private sectors taking almost equal shares (4). Most of the public expenditure of

US\$29 per capita is incurred by the Central Government with few provincial revenues or other public sources. Most of the private financing is from household out-of-pocket spending. Employer spending, commercial insurance and NGOs account for only a minor share of overall expenditure.

Public expenditure on health grew from Rs.5.6 billion in 1990 to Rs.75 billion in 2008, GDP-1.7%. Requirements for government expenditure on health are expected to continue a rapid increase over the next few years.

2.7 Government Framework for Healthcare and Disaster Management

Sri Lanka's National Health Policy, National Nutrition Policy, the Disaster Risk Management Framework of the Government, the 'Roadmap for safer Sri Lanka' and the National Disaster Management Plan are explained in Annexure 01.

3.0 Sri Lanka Red Cross Society

3.1 History

The Red Cross was first established in Sri Lanka in 1936 as a central branch of the British Red Cross. Sri Lanka gained its independence from the British in 1948 and on 1st April 1949 the Ceylon Red Cross Society was formed. In 1951, Sri Lanka signed and ratified the Geneva Convention and the Royal Charter and the Ceylon Red Cross Society was adopted and signed. A year later, Ceylon Red Cross Society was recognised by the ICRC as a legal National Society and the name was changed to the Sri Lanka Red Cross Society following the change of the national constitution in 1972. The SLRCS is currently registered under the Social Services Act of 1981. Since then the SLRCS was subjected to rapid organizational changes from time to time and in year 2000 a rigorous constitutional review was adopted with the co-operation of the ICRC and the IFRC by an overall lengthy process and accordingly SLRCS adopted a new constitution in the year 2001.

The SLRCS' intention is to ensure that all activities, projects and programmes planned and implemented in the mid to long term by the various components of the Red Cross and Red Crescent Movement are carried out in full respect of the spirit of the *Seville Agreement and supplementary measures*, and the *2010 Strategy for the Movement*. A *Tripartite Memorandum of Understanding* signed in March 2003 between the SLRCS, the Federation and the ICRC, acts as a guide in all its partnership formations. Movement support of the SLRCS has been strengthened by the conclusion of an *International Federation Status Agreement* with the Government of Sri Lanka (GOSL) in 2004.

SLRCS is the widest network volunteer Service organization in Sri Lanka. It covers all 25 administrative Districts of the country and has 26 branches including two branches in the Colombo district. The following map shows the present branch network of the SLRCS.

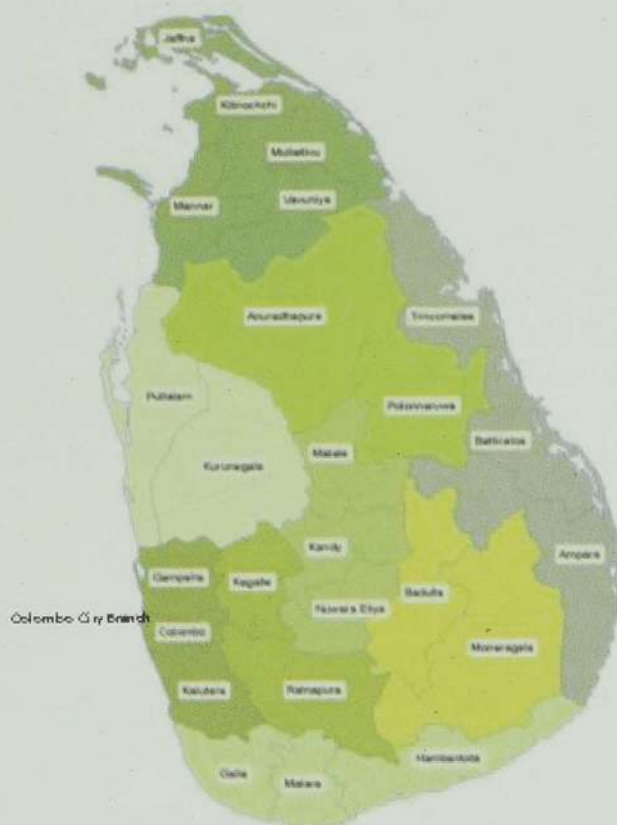


Figure 02: Map of SLRCS District Branches

Having a branch in every district, a membership of over 200,000, a dedicated, gender- balanced active volunteer force of approximately 6000 and established youth / junior / school circles makes the SLRCS one of the strongest most wide-spread volunteer organizations in the country.

With the support of the IFRC, ICRC, PNSs and the other external donor agencies such as UN, subsidiaries, INGOs, SLRCS along the years was able to build reasonable capacity at branch level after 1990s, during conflict and disaster times. Capacity of the NHQ in terms of human, physical and financial resources was also relatively developed. There had been a rapid capacity built following the post-Tsunami situation, with an ability to undertake tsunami relief and recovery programmes through its branch network in Tsunami affected districts. Resource allocation has been challenged due to disparity in development among Tsunami and non-Tsunami branches.

The access to SLRCS was merely given by the GOSL and other institutional structures in recognition of the Geneva Conventions Act, the expertise and the experience gained in health and disaster management functions of the society. The SLRCS has been recognized by the DMC, and the Ministry of Health of GOSL as a key player in the areas of disaster management and healthcare, making it a preferred partner to carry out community based programmes.

3.2 Structure

The SLRCS is governed by a Central Governing Board (CGB) comprised of President, Senior Vice President, Vice President, National Secretary, Chairman- Finance Commission, Director General (DG) and 11 other members. Policy and strategic decisions are taken by the CGB. The CGB appoints finance commission, statutory committees and other ad-hoc committees to guide and direct the management to ensure adherence of policies and practices. Thereby virtual policy committees are appointed from the selected governance and the management members both at NHQ and branches for core programme sectors as well as other needy programmes, to ensure efficient functions of programmes as well as to align with policy directives of governance.

The current NHQ core management structure (Figure 03) comprises of the Director General, three Deputy Director Generals for Operations, Administration and Finance and Corporate Development. They are the top management of the SLRCS and the Executive Directors for Disaster Management, Health, Organization Development, Humanitarian Values, Communication, Finance and CPR projects and the Finance Controller are senior executives who execute programmes through their respective programme officers and managers.

The Branch Executive Officers (BEO) are the top management of the branches (Figure 04) and accountants and other staff if at all appointed function under the administrative authority of the BEO, directed by the Branch Chairman at branch level as well as DG at NHQ level.

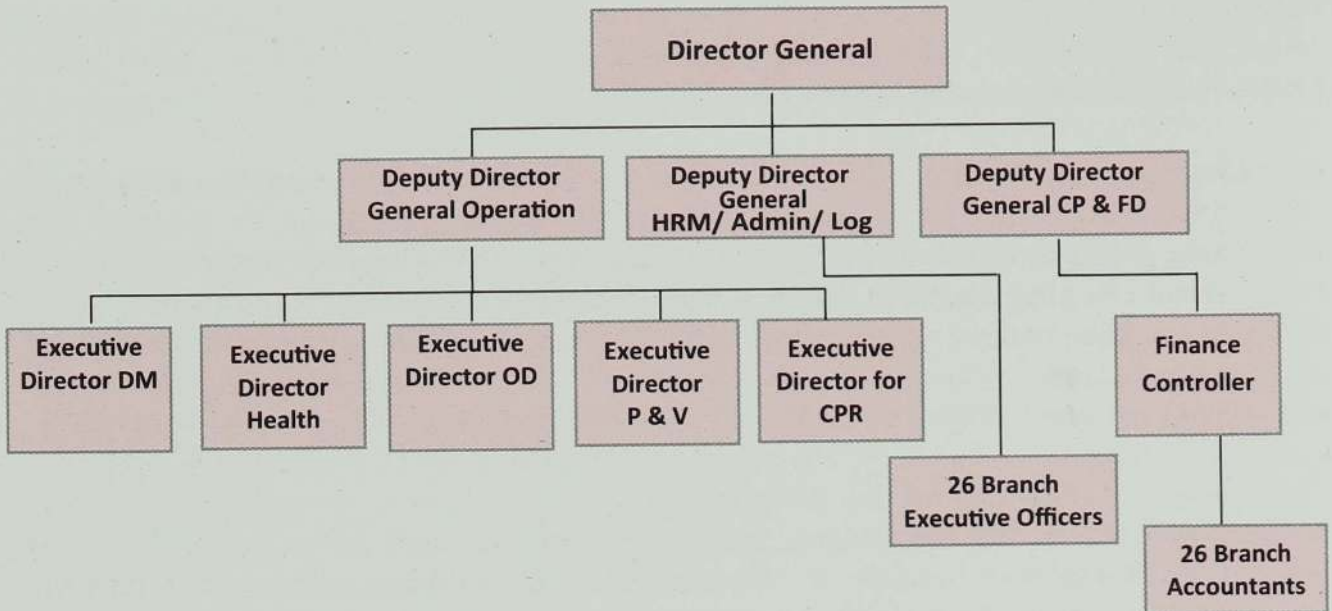
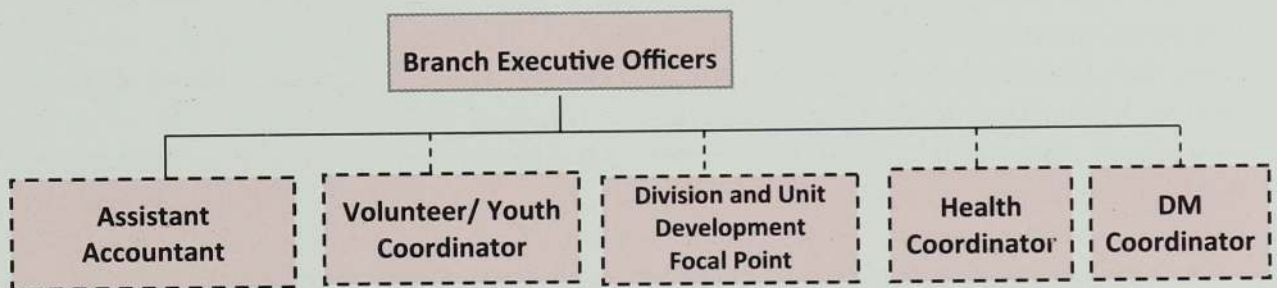


Figure 03: Core Management structure of the SLRCS



Note: The positions in dotted line are project based

Figure 04: Branch Level Core Management structure of the SLRCS

Structural Changes

When the Tsunami hit the Sri Lankan shores, Sri Lanka Red Cross volunteers from all over the country came forward to assist. However, the Society found that it did not have the organizational capacity to react to this unprecedented disaster in light of the overwhelming generosity demonstrated by the rest of the world. Through the Tsunami recovery operation, the SLRCS has been able to develop its management capacity and skills as well as its physical resources at national and branch level. This has resulted in improved skills and experience which will put the SLRCS in good stead to meet its longer-term commitment and goals.

During the Tsunami relief and recovery operation, there was a massive RC/RC presence with programming primarily in non-core areas involving a radical up-scaling of programming within the National Society, focusing mainly on the Tsunami affected areas (13/26 branches) with substantial opportunities for NS capacity building in the core areas. In this critical period of transition, the NS intends to achieve phased downsizing over the course of 2009/10, with the aim of ensuring a stronger SLRCS than pre-Tsunami, which is refocused on and has built capacity in the core area programming and NS sustainability.

3.3 Key Accomplishments and Milestones

- Formation of the central council branch of the British Red Cross Society in Ceylon in 1936
- 1st April 1949, Ceylon Red Cross Society established through Royal Charter
- December 1951 approved charity status granted through Gazette notification
- Recognition of the Ceylon Red Cross Society as a member of the Red Cross League (IFRC) in 1952
- Presence of the ICRC in Sri Lanka during ethnic disturbances which took place in 1958
- Renaming the Ceylon Red Cross Society as the Sri Lanka Red Cross Society in 1972 after Sri Lanka obtained Republic status.
- Presence of the ICRC in Sri Lanka after the insurgency in 1971
- Escalation of ethnic violence in 1983 and follow - up humanitarian response from the NHQ and other detachments
- Presence of ICRC in Sri Lanka in 1989 during insurgencies and established delegation in Colombo and sub delegations in other parts of the Island
- Presence of ICRC in the North and East in strategic locations
- Presence of League of Red Cross in Sri Lanka in 1989 and established country delegation in Colombo
- Constitution revision in 1989 and decision taken to establish Branches Island wide in all administrative districts
- Mr.Naoki Kokawa of League of Red Cross supported establishment of district branches Island-wide
- In 1993, PNSs reduced their interest to continue programme due to lack of capacity of the NHQ and branches and recommended re-organization of the Society and to introduce professional programmatic approaches in its relief, recovery and development efforts
- In 1994, discontinuing the Federation office in Sri Lanka temporarily
- From 1994 to 1995, the Society was taken over by the Ministry of Health and Social Welfare and appointed an interim committee to administer the affairs of the Society. A legal action was taken by certain members of the then governing body against the appointment of the said interim administration
- In 1995, new governing body was elected and committed to re-organize the Society
- An MOU was signed between the SLRCS and the IFRC handing over responsibilities to carry out the humanitarian activities to the SLRCS
- In 1996, 3 year master plan was designed to re-organize and re-orient the Society in a more development-oriented direction
- In early 1996, review mission appointed by IFRC visited Sri Lanka and gave a positive report
- Establishment of Disaster Relief Emergency Fund in Sri Lanka
- In 1997, constitutional amendment process was adopted and amended the governing constitution at its Annual General Meeting (AGM)
- In 1997, Federation country office started function with a new head of delegate Mr. Bo Bastrom
- In 1997, co-operation division of the ICRC was established and the first co-operation delegate was appointed (Ms. Mikki Blatti) to support SLRCS capacity building initiatives in the development of legal base, CPR/RFL, and P&V

- In 1999, an overall constitutional revision process was recognized and it was facilitated jointly by Federation and ICRC respectively by the HOD Federation Mr. John Gwynn and co-operation delegate of the ICRC Dr. Iyanko Mihayalov
- In 2000, a rigorous constitutional revision process was adopted
- Major revision to the SLRCS constitution was adopted at its General Assembly in 2001 with clear distinction between governance and management
- In 2002, a new Central Governing Board (CGB) was appointed with the implementation of the new constitution
- Introduced the position of the Director General (DG) as the head of the management of the SLRCS and the Branch Executive Officer (BEO) position in all branches as the head of the management of branches
- Management manual, financial manual, code of ethics, policies and procedures developed and approved by the CGB
- Virtual Policy Committees (VPC) including finance commission, appointed to direct, review, evaluate, audit and monitor the overall implementation of core programmes as well as to assure policy/strategy adherence
- In March 2003, signed tripartite agreement with Federation and ICRC
- Youth Constitution was adopted at the SLRCS AGM in 2004
- In mid 2004, undertook a rigorous five year strategic plan development process by CRC, funded by CIDA
- In 2004, a massive emergency response programme was undertaken towards Tsunami affected people by volunteers through branches in Tsunami affected districts
- The first National Youth General Assembly was held and the national youth President was made as a member of the CGB of the SLRCS
- Expansion of the human resources, functions and island wide intervention towards multicultural programs with Tsunami recovery operations started in 2005
- In 2005 SLRCS was awarded 'The Spanish Golden' award, 'Henry Dunant Medal' for immediate response of the volunteers at Tsunami and 'Henry Davidson' medal for the most outstanding youth programme in Asia Pacific
- In 2005 December Mr. Nimal Kumar, National Secretary, Sri Lanka Red Cross Society was appointed as Chairman - Relief Commission of IFRC
- In mid 2005, commenced recovery operation for Tsunami, designed a structure for expansion of human resources through a process called 'scaling-up without harm' supported by Federation consultant Mr. Christer Leopold
- First Red Cross National Youth Sports Championship event held in 2005
- Linkages established with the government especially with Health and DM ministry and line ministries, departments etc.
- Image building as a strong well established humanitarian agency in the country
- Exposure and expertise gained through a multimillion disaster recovery operation and shift of the culture and professionalism towards a new dimension of change process
- In 2006, Society recognized and harmonized scale-down approach of more focused long term sustainability, keeping Tsunami recovery as a separate organizational arrangement and adopted a 'scaling-down without harm' process supported by Federation consultant Mr. Christer Leopold
- SLRCS organized and conducted its first International Red Cross Youth Camp in 2007
- In 2007, strategic plan for 2008-12 was developed and five year elaborated plan was designed

- In early 2008, a partnership consultative meeting was organized and the strategic plan and the five year elaborated plan 2008-12 was launched
- From 2008 to 2009, a rigorous process with around 60 consultative meetings amongst in country SLRCS, Federation, ICRC and PNSs technical expertise adopted to refine and fine-tune the strategic plan and the five year plan based on the positive remarks and the feedback of the partners
- March 2009, joint letter of intent between ICRC and SLRCS submitted to GOSL of the humanitarian pledge towards IDPs in the North
- In April 2009, reviewed the strategic plan and introduced a revised strategic plan 2009-13
- In May 2009, developed FYDP and budget
- 19th June 2009 launching the revised strategic plan and the FYDP for 2009-13

Tsunami Accomplishments

Under the primary focus of 'Rehabilitation to recover with dignity,' the accomplishments of SLRCS can be explained in three broader areas as explained below:

Housing Construction for 'relocation (from uncertainty to recover with hope)':

- Housing construction was executed in 12 districts of Sri Lanka with a total of 9,423 completed houses.
- The total contract sum with infrastructure for the housing construction was **LKR 22,268,869,059**

Well equipped hospital construction (a healthy community for prosperity):

- 69 hospitals with medical equipments were constructed and completed in 13 districts of Sri Lanka.
- The total construction cost of these hospitals stood at **LKR 3,351,742,459** while **LKR 433,100,916** was spent for the procurement of hospital equipments.

School Buildings, Safe Water, Sanitation and Community Health (improving life expectation):

- 20 Water and Sanitation projects were completed in 07 Tsunami Districts.
- The total construction cost of these utility facilities stood at **LKR 2,672,695,486**. Further, **LKR 148,955,408** was spent for the construction of 12 school buildings in three districts and one Nursing Training School in Ampara was completed and handed over the relevant authority.

4.0 Strategic Direction

4.1 Overview

The strategic plan of SLRCS 2008-2012 was officially launched at early 2008. Since then the external operating environment has changed quite significantly for the SLRCS by recovery needs of Tsunami victims and building capacity of affected communities created an environment / opportunity to SLRCS to more focus and scale up its operations in core program in a sustainable manner. This includes offering and pledging support by both the ICRC, and SLRCS to the GOSL by a letter of intent (LOI) outlining response to the conflict-affected areas of the North, targeting the IDP population of around 260,000. In line with these changes, the NS felt the necessity to review, update and make more relevant its strategic plan. Inherent weaknesses were also identified with the structures of the core programmes. SLRCS has reviewed its vision and mission in order to align it more closely to the Global Agenda 2020 and the changed Sri Lankan context, together with internal changes identified during the process of developing the FYDP. The revised SLRCS strategic plan 2009 - 2013 provides the strategic direction and guide for the FYDP.

4.2 Vision, Mission and Principles

Vision

Safer, resilient and socially inclusive communities through improving lifestyles and changing mindsets

Mission

Reduce risk, build capacities and promote principles and values by mobilizing resources, creating universal access to services through volunteerism and partnerships

Principles

The Red Cross and Red Crescent Movements Fundamental Principles are Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality

4.3 Core Programme Strategies

Through the FYDP process the following strategic goals were formulated in order to address above Programme level strategic issues identified. When formulating these strategic goals as a direction for the core programmes, present status and the performance of the core programmes were taken into account.

Strategic Aim 1:

Save lives, strengthen capacities to cope with and recover from disasters & crises leading to peaceful coexistence

Means by which to achieve Strategic Aim 1:

- Focus on institutional response preparedness on the needs of those affected by natural and manmade disasters including conflicts
 - Strengthen knowledge, skills and practices of disaster risk reduction initiatives within communities and institutions to cope with natural & manmade disasters
 - Initiate a comprehensive early warning mechanism to reach last mile
- Contribute to safer livelihood options and household food security measures

- Address population movement (IDPs) due to crises, conflicts and internal strife
- Build initiatives to bring social cohesion between and amongst communities.
- Improve coordination and collaborative efforts to address risks and vulnerabilities collectively

Key indicators:

- DRR measures are incorporated in development intervention by Communities & institutions
- Safety behaviour among communities including young generation are enhanced to withstand the impact of disasters
- Reliable communication system and EW Mechanism link from global to local is established.
- The risk communities are well prepared and have the capacity to adopt early warning measures.
- Diversified livelihood and household food security options are practiced by communities
- Improved Socio Economic capacities of the vulnerable
- Enhanced social cohesion, peace and changed mindsets
- Response mechanism & systems are in place at all levels
- Human, physical and financial resources are in place to provide effective & efficient response at all levels

Strategic Aim 2:

Safer, resilient and healthy communities

Means by which to achieve Strategic Aim 2 :

- Strengthen scope and defined role for the SLRCS within the National Plan for Health
- Consolidate institutional capacity, and preparedness and programming to address emerging and existing public health emergencies
- Promote and demonstrate sustainable community based health programmes addressing gaps in achieving safer and healthy life styles
- Achieve institutionalization of health programmes such as HIV prevention, eye care and first aid.

Key indicators:

- SLRCS established its scope and role in relation to the Government Health Plan through joint planning and activities at all levels
- Evidence of community participation in decision making processes is an integral part of programme /projects
- Mechanisms are in place for establishing Community ownership.
- Equal and need based access to services, interventions is ensured
- Evidence that enhanced capacity building of communities and SLRCS.
- Evidence of changed behaviour towards healthy living in vulnerable target communities
- Evidence of institutionalizing of health programme
- Increased programmes and capacity towards PHiE

Strategic Aim 3:

Communities living in peace, respect for each other with human dignity while promoting social inclusion, gender equity and diversity

Means by which to achieve Strategic Aim 3:

- Improve humanitarian advocacy to address tensions, internal strife, potential conflicts, gender based issues and discrimination between and within communities.
- Promote focus on Protection of life, health, human dignity and respect for human being
- Challenge stigma and discrimination
- Demonstrate and strengthen adherence to values and social norms towards achieving mutual understanding, cooperation, friendship and lasting peace amongst all people.
- Integrate P&V component in programmes.
- Strengthen focus towards Volunteer service in programmes.

Key Indicators

- Strengthened community capacity to advocate influencing the decision makers of their issues in relation to peaceful coexistence.
- Increased attention to address issues on dignified life of human being
- Increased social inclusion
- Social norms and values respected and promoted
- Increased coverage of P& V in all programmes
- Engaged efficient volunteer service in programmes

Strategic Aim 4:

Build SLRCS capacity to have wider community outreach through efficient, effective, high quality, transparent & accountable service delivery mechanism, developing image, self reliance and sustainability

Means by which to achieve Strategic Aim 4:

1. Strengthen development of good governance, HR and management practices
2. Strengthen community structures, youth and volunteers
3. Develop policies, strategies, code of ethics, management tools, and PMER mechanisms for effective implementation of programs.
4. Build sustainable infrastructure facilities of SLRCS
5. Ensure desired image and identity of the SLRCS
6. Build strengthened communication to network and coordinate with internal and external stakeholders
7. Increase opportunities and capacity to address resource mobilization
8. Strengthen transparency in accountability

Key Indicators

- Good governance and management practices with integrity and transparency is assured in SLRCS programs
- Sustained youth, volunteer and community structures
- Values, systems, policies, procedures and strategies developed, disseminated and are in operation.
- Developed sustainable working environment with adequate facilities in SLRCS.
- Enhanced public acceptance and recognition of SLRCS
- Strengthened relationship and networking with all stake holders
- Developed capacity towards self sustainability in managing and maintaining the national society.
- Enhanced transparency in accountability

4.4 Lessons Learned

Based on the lessons learned, the future sectoral programmes of SLRCS (summarized in the detailed Programme Papers) have been designed with a focus on the concept of building safer and resilient communities. These key lessons were:

Knowledge and information saves life: There is no doubt that if the communities were able to identify the signs of an impending disaster, most of the lives lost would have been saved. Timely, reliable information is necessary. In addition, the ability for the community to be resilient in meeting such disasters is vital.

Simple messages repeat and repeat and repeat: It is important to pass simple, simple and simple messages repeatedly to the same community in order to achieve changed behaviour.

Selection of correct beneficiary: It is so important for us to select the appropriate beneficiary in order to succeed in our projects.

Start small: always start small- then you have enough room to change the course or improve

Timely intervention reduces impact and suffering: Following a disaster, the first few days are critical. Proper administering of First Aid saves lives and reduces the risk of suffering. The availability of Trained First Aid providers and Relief at this critical time is essential.

Humanitarian Values make for effective and efficient relief operation: Some of the worst disasters in the country can occur due to conflict and lack of mutual understanding and respect for human beings. The vulnerable expect and depend on the Red Cross to come to their rescue. By promoting Red Cross values among the wider community, causes as well as impacts of disasters can be reduced significantly.

Community participatory approach is the key for sustainability of projects: The SLRCS has seen that the community participatory approach is the best way for sustainability of projects. Hence, involving and engaging the community is the guiding principle when developing projects. This has resulted in the SLRCS gaining acceptability and recognition from the masses whilst boosting the SLRCS image.

Integrated Programme approach: The SLRCS through its experiences realised the need to illustrate a more integrated and joined up approach within the Programme sectors when looking to build safer communities.

As a result of the lessons learnt, SLRCS has decided to explore the adoption of an integrated programme approach and focus on an intensified capacity building initiative to strengthen grassroots interventions.

Implementation of participatory approaches: Community Based Health Programme and Community Based Disaster Management will practice community participatory approaches in building grassroots level capacities within risk affected communities to reduce their own long term vulnerability.

Increased networking with partner organizations: With the experience of working with 24 PNSs in the Tsunami recovery operation as well as longer term bilateral partnerships built with national societies over the years, the SLRCS has strengthened its capacity to effectively respond to larger

scale humanitarian emergencies. Prior to the Tsunami, the SLRCS has been an implementation partner with external organizations such as UNICEF, UNDP, USAID, UNHCR, ECHO, CARE and ZOA among others in post conflict response Programmes and relief distribution in natural disasters. Similar networking will be enhanced.

Beneficiary/ feedback needs: SLRCS has developed and practiced using methodology and tools for beneficiary Needs Assessments, VCA, PRA and lessons learned exercises to initiate and use beneficiary feedback to modify programmes to be more needs based and accountable to communities.

Good governance building: Through lessons learned and past practices in decision making a culture of participatory approach is developed in virtual policy committees which give clear policy/ strategic directions and guidance to implement results based programmes to ensure adherence to global tools, movement strategies & mandates and most specifically SLRCS policies and strategies relating to programmes.

In order to ensure good and wise policy decision making practices and promoting culture of professionalism among the members of the governance a three member advisory panel under the provisions of SLRCS constitution will be appointed by the CGB as non voting members of the CGB in deferent technical disciplines with respect to gender and diversity. Further governance capacity building initiatives will be taken to enhance knowledge, skills, understanding and facilitate change of attitudes through best practices and application of code of ethics.

5.0 Integrated Programme Approach

5.1 Overview

During 2006, discussions began among Executive Directors and their counterparts at the Federation around the idea of an Integrated Programme Approach (IPA), and the CBFA 'In action' concept. These discussions also led to the identification of the need to further develop a strategic planning approach at the branch level. The IPA was first officially recognised by the senior governance of SLRCS at a regional workshop held in November 2007 in Ahungalla, Sri Lanka, where participants from the region in DM, Health and OD were invited to a three day workshop facilitated by the IFRC Regional Delegation, to explore and understand better the work in the region across various programmes. On the final day of the workshop, at a meeting with the Secretaries General, the respective National Societies presented an IPA model developed with their particular context in mind. It was at this meeting that the seeds for integration within the SLRCS were sown.

The SLRCS is presently in the process of moving out of its Tsunami response/ recovery phase and looking at a longer-term development programme perspective, in which the National Society would like to, incorporate and introduce an IPA to further enhance effective service delivery on the ground. The FYDP was developed with the IPA in mind, where reasonable efforts were taken to reduce duplication within programmes and to explore areas where integration of core programmes was possible. The paradigm shift from a vertical to horizontal programming approach with emphasis on integration and mainstreaming has presented both strategic and operational challenges as well as huge opportunities. With this awareness, the National Society is clear on the need for a step by step approach which will help transition from its existing vertical structures to a more integrated horizontal initiative. This would be the piloting of work in key programme areas to test out and understand better the challenges and opportunities to assure added value through the IPA.

This FYDP enhances integration through the efforts to present a common understanding on strategies, goals and objectives for future development of the SLRCS, both within the organisation and among its partners and through the clear guidance it provides, hopes to reduce diversion from the common goals of SLRCS. This will be further enhanced through the development of guidelines with the partners in future partnership agreements.

Joint planning with partners at NHQ level as well as branch level exists and SLRCS wishes to further develop and improve this planning approach. Partners who already have a strong working relationship with the National Society are aware of the channels and opportunities available for this. SLRCS wishes to encourage further development of this approach to facilitate more participatory planning at all levels supported by comprehensive and joint assessment processes. In some areas considered 'non core activities' there is a practice of isolated direct implementation by partners without the involvement of the national society. Due to the National Societies more long-term commitments and its need to be accountable to beneficiaries, it wishes to better co-ordinate all programmes undertaken within the movement through the FYDP.

Where in the past SLRCS' programmes, in collaboration with Movement Partners, have taken a predominantly vertical approach, often donor driven with a shorter vision in development perspective, it has been recognized that there are duplications across the core programmes and that resources are not always utilized in the most cost effective way. The programmes tend to be top down and centrally managed, leading to a lack of ownership from Communities and the SLRCS divisions, highlighting a lost opportunity to develop capacity at this level.

The SLRCS is seeking through the integration and planning in the FYDP, and the SLRCS Revised Strategic Plan, to find ways of using resources more optimally and explore ways of ensuring sustainability of its programmes.

5.2 Conceptual Framework

An integrated programme approach for the SLRCS means, adopting a horizontal programme approach that incorporates key components of the SLRCS’ core programme areas into a holistic programme model, which recognizes the beneficiary/community at the heart of all programme objectives. Their holistic requirements are considered in their totality including the needs and rights to access education, health, livelihoods, protection, shelter as well as prevention and response to disasters. As part of this approach, SLRCS will endorse community participation, bottom up planning and gradual taking over Branch ownership/branch management of programmes by 2013 after ensuring branch and divisions capacity.. It will seek to introduce a more optimal use of existing volunteers trained under different programmes, and ensure that every branch has a core group of skilled volunteers. The following figure visualizes the concept of IPA:

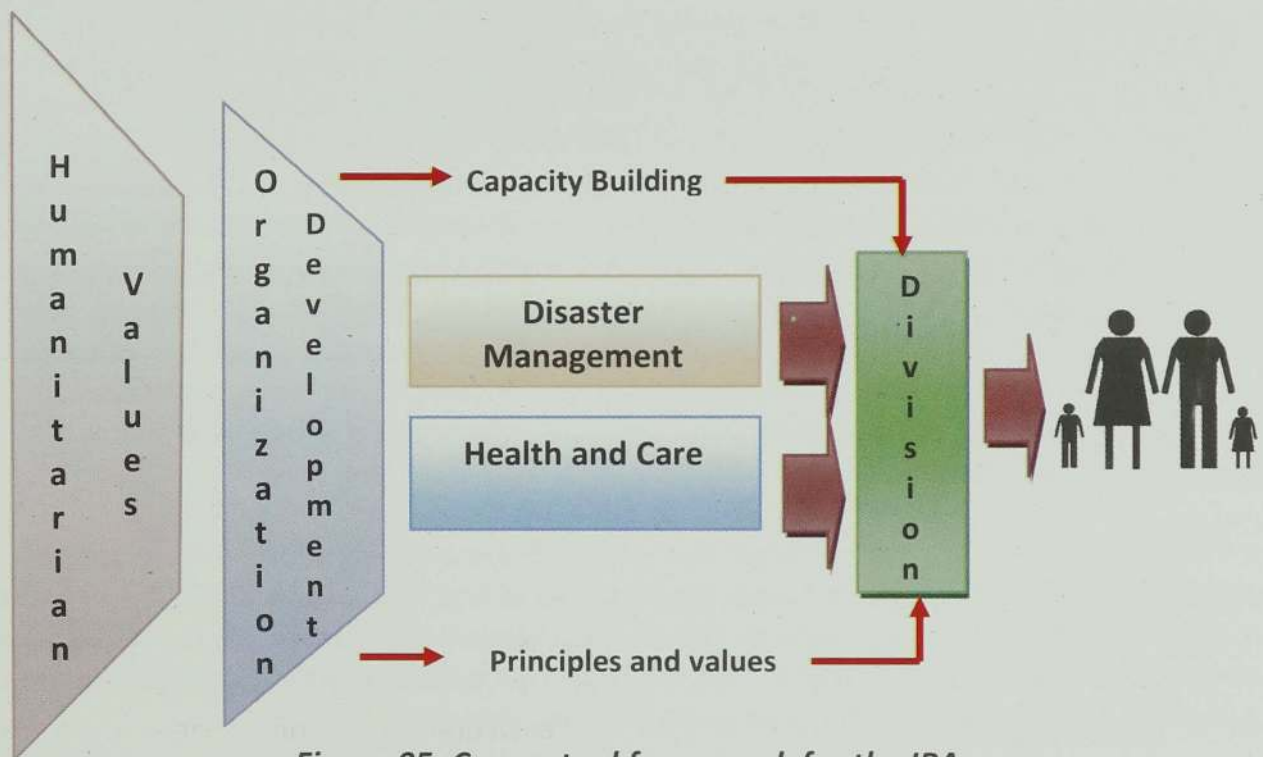


Figure 05: Conceptual framework for the IPA

SLRCS has adopted two working modalities of the concept of integration for existing and future programs:

Model 1 – For existing programmes

Omit duplications and introduce cross cutting issues; a merger of similar programme components and activities within existing and ongoing programmes of similar programme components and activities that were previously implemented separately; e.g. conduct DM/Health First Aid training jointly, introduce HV as part of many trainings, Optimal use of resources whenever possible, Introduce cross cutting directions, gender sensitivity and cultural diversity in all programmes.

Model 2 - For future programmes

Introduce a new integrated programme that offers a specific range of key interventions (DM/Health/OD) and services to the community. These services are to be identified and selected on the basis of a joint VCA. Multi-skilled trained staff and volunteers will

be used in DM/Health/OD programmes, focusing on vulnerability reduction and building resilient communities. Making maximum efforts for harmonized activities, one set of objectives and expected results, one implementation plan, and one monitoring system.

It is envisaged that the above integration models can be implemented simultaneously. Model 1 will serve to 'clean up and mainstream' existing and ongoing projects/programmes. Model 2 will be implemented on a pilot basis in selected Divisions, and gradually expanded to other Divisions as the existing programmes are being phased out.

However, it is important to note that not every programme/project is subject to integration. There are projects and targeted interventions that cannot be integrated- e.g. targeted HIV prevention projects and VNRBDR projects do not generally lend themselves to integration. These 'stand alone' projects will continue according to existing plans and future needs.

In event of a major catastrophes / calamities the response recovery and development programs will be implemented following a stand alone modality. This will open an avenue of developing more than 03 divisions in a branch going beyond the common approach of 78 division development at the rate of 3 per branch.

It is expected that through an integrated programme approach, the National Society will gain more quality in its service delivery. It will be more effective and efficient and it will contribute to building stronger communities and civil societies.

By strengthening and developing the Units and Divisions through the IPA, SLRCS will ensure a significant degree of autonomy and a strong sense of ownership at local level.

5.3. The Institutional Perspective in IPA

The SLRCS plans to roll out the IPA approach (incl. Model 1 and 2 described above) in synergy with an Intensified Capacity Building (ICB) programme. The ICB will undertake a more widespread approach to develop a minimum of 78 Divisions over the course of 2009-13, at least three divisions representing geographical locations of each branch, covering 26 branches and all 25 districts of the Island. The ICB programme is an important component of the IPA and constitutes the first building block in achieving an integrated programme approach at divisional level. The ICB programme will build up the required capacity of the division, so that the grounds are prepared for taking on the IPA to full potential. It is anticipated that the IPA approach will be set up through a pilot in 5 or 6 districts to tease out the complexities of undoing, management and implementation. Multi-disciplinary staff and a multi-sectoral approach to meet multiple community needs will require some careful planning and development. The ICB programme however contains a minimum package of OD interventions which seeks to bring the SLRCS Divisions up to a defined minimum capacity and governance level and is more straight forward to administer (as defined by OD).

The ICB programme will be implemented in two phases over the course of the five years. In order to identify the divisions eligible for implementation of the IPA, Phase 1 (3 years duration) will start with conducting a comprehensive mapping exercise to identify the existing Divisions in which SLRCS has significant ongoing programming and capacity. The mapping will identify what the needs and vulnerabilities of the population are in those divisions as well as which programmes deliver which services. Possible gaps in SLRCS' service delivery will be identified as

part of this exercise. In fact such mapping exercise has already begun, and the SLRCS will now need to further involve the branches in a consultation process to confirm and support the selection of the first batch of the 78 divisions for IPA Model 1- 'clean up and mainstream'.

The initial selection of the IPA divisions was done according to the criteria listed in the first draft of the 'Divisional Development Selection Criteria' (Annexure 02). These draft criteria will be finalised after Branch consultation and CGB approval. As part of Phase 1, Department Heads/Co-ordinators will select a small number of divisions in e.g. 2 districts where the piloting of the Model 2 'integrated programme' will be initiated. Both IPA Model 1 and 2 will be introduced in the division through the ICB approach as a prerequisite.

Phase 2 (2 years duration) will implement the IPA in the remaining divisions in order to reach the target of 78 divisions by 2011. The model 2 'integrated programme' will be further developed and strengthened, and is expected to be replacing the vertical programmes as they are being phased out.

Under the IPA model responsibilities of the implementation of programs will be handed over to selected branches and divisions which are having capacity to do so in a gradual process after ensuring its capacity of implementation. In addition to the common approach of IPA

Entry – points:

The mapping of existing projects/programmes provides an overview of the presence of core programmes, what scale, donors and resources available by District and Division. The CBHFA programme has the broadest coverage across the island and through its reach and access, is able to lend itself well to delivering the IPA/ICB. Where there is no CBHFA or DM programme and where branches have identified a need to further develop a division, having met the criteria for selection, the OD department will be the main entry point.

How Integration will be rolled out through the Branches:

- The CBHFA and DM programmes will jointly conduct a Vulnerability and Capacity Assessment (VCA) in order to assess the vulnerability, poverty, health and priority DM related issues of the selected divisions for Model 2 integrated programme. These VCAs will need to be conducted with strong SLRCS branch and community involvement in order to ensure ownership where they are able to drive the programme.
- In order to expand and strengthen the knowledge and understanding of the IPA at branch and divisional levels, the Health and DM departments will include in their plans for 2009 and 2010 training of volunteers on the concept of IPA and how to carry out a Vulnerability and capacity Assessment in close collaboration with communities. In this IPA and VCA training programmes, the earlier trained volunteer team (from other core programmes), first aid instructors, divisional and branch level governance will play a main role. Community leaders and groups will be invited to join the VCA team.
- All selected 78 IPA divisions will be facilitated to develop their own branch strategic work plan, preferably building on either existing plans (prepared through the CBFA programme jointly with other core programmes) or other materials and information. The branch strategic plans will be based on a thorough review of both primary and secondary data at the local levels in order to address needs of the population and be relevant in terms of response, mandate and comparative advantage of SLRCS.

- The branch strategic plan will take into consideration any Humanitarian Value aspects, which have an impact on community vulnerability and social exclusion.

This bottom up approach to planning will mean faster implementation of all programmes, but it will also mean for example, that as branches become more strengthened through their active involvement in healthy lifestyle promotion, they will also increase their capacity to work with communities and sustain their achievements.

5.4 Core Programme Contribution to IPA

Based on the IPA framework, SLRCS identified following areas as avenues where DM, Health, OD and HV will work collectively to build safer, resilient and healthy communities. Further, the following diagram visualizes operational aspects of the IPA:

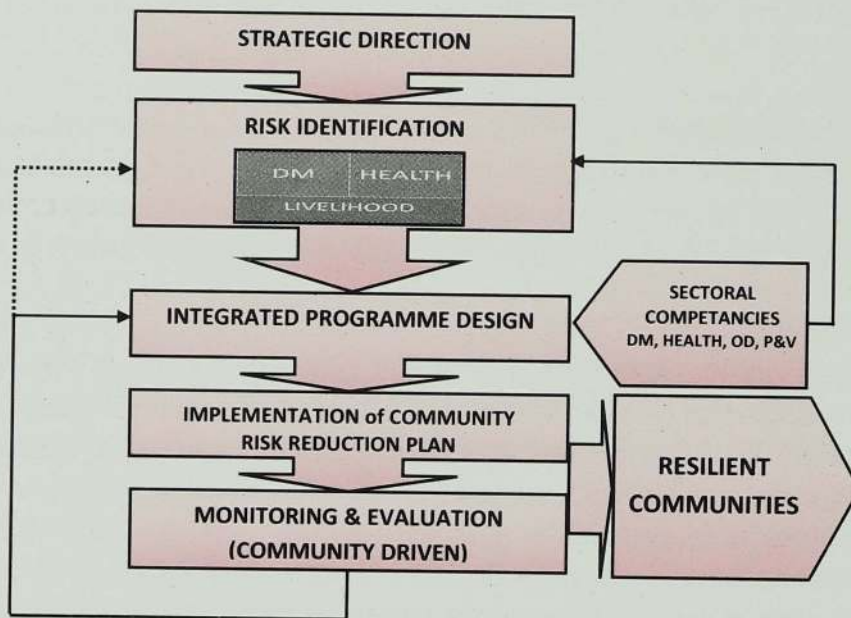


Figure 06: Operational Framework for the IPA

- Integrated VCA module and implementation
- Community level risk reduction plan
- District/Divisional level govt coordination mechanism
- Branch level planning (contingency plan and response plan)
- Standardization of training strategy and curricula
- Multi skilled volunteers (response teams)
- Networking/partnership with sectoral agencies
- Local level resource mobilization and resource sharing
- Monitoring and Evaluation

Disaster Management Contribution

- Development of Integrated VCA module
- Development of community disaster risk reduction plan
- Branch /Divisional level plan, contingency and response plan
- Formation of disaster response teams (BDRT, DDRT and CDRT)
- Development of training curricula (BDRT, DDRT and CDRT)
- Development of IEC materials for mass awareness
- Livelihood interventions
- Linkages with external stakeholders
- Development of last mile early warning mechanism.

Health and Care Contribution

- More than 110 certified first aid instructors to support CBHFA, FA and Commercial FA
- Certified first aid instructors and more than 700 certified advanced first aid qualified volunteers and more than 3500 basic certified volunteers will form larger part of response teams, both at branch and divisional level
- CBFHA master facilitators and facilitators to train the teams at branch and divisional level.
- More than 25 PHAST, Master trainers to train branch and divisional teams in WatSan and hygiene
- 31 ToTs trained in VNRBDR
- Three master trainers in PHiE to develop branch and divisional capacity in PHiE
- 34 branch resource personnel for HIV prevention and awareness training
- 20 HIV Master Trainers at branch level
- Community mobilization to create awareness on prevention on vision defects, deficiencies and screening.
- Train volunteers on psycho social first aids..

Organizational Development

- 78 Divisions development pilot program to deliver community services
- Management development interventions
- Governance development interventions
- Policy, guideline and system development
- Volunteer and Youth Development and enhanced services at grass root level
- Fund raising and IGP initiatives at division level through branch co-ordination
- Networking and Communication.
- Community/unit/Division development.
- Development of branch level strategic plans, 03 year development plans in addition to the annual planning system which already exists in some branches.

Principles and Values contribution

- Training of branch dissemination officers
- Communication/information officers and volunteers (20 per branch) trained
- Branch dissemination and communication activity supported
- Production and distribution of material on P&V for branches and programmes
- Support dissemination of Law and fundamental Principles (LFP) in all branch programme activity
- Co-ordination activities in celebrating national and global events
- Introduce BPI Tools.
- Develop guides and tools to enhance effects of P and V in all integrated programs and guidelines to ensure adherence and promotions.

A team of volunteers and programme staff consisting of representatives from each division as well as core programme areas in each district will be trained to disseminate Movement fundamental principles. Modules and tools will be developed and provided to ensure that humanitarian values are promoted effectively among communities through all programme planning and activity. Annexure 03 presents possible activities for implementing IPA.

6.0 Programme Matrixes

6.1 Overview

Disaster Management, Health and Care, Organizational Development and Principles and Values are the core Programmes of SLRCS in its FYDP. However, OD and P&V serve as cross cutting Programmes for all other Programmes. Though each core Programme presents its Programme matrix separately, the FYDP has been designed and developed adopting IPA with focus and attention. Accomplishment of Programme integration is a challenging process.

This chapter shows only goals, objectives and expected outputs of core Programmes as a Programme outlook. Annexure 04 provides comprehensive details of Programme matrix including the details of activities.

Programme Matrix of FYDP has been completed in line with Vulnerability and Capacity Assessment (VCA) community need assessments, baseline studies and project evaluations, lessons from existing projects, government policy frameworks and international guidelines. Though the last national scale VCA was in 2004, SLRCS has incorporated all its grassroots level project lessons, needs and wants of communities in terms of PRV with assumptions to design its FYDP. Moreover, rigorous consultation process adopted in the development of FYDP assured the representation of needs, wants and demands of vulnerable communities in Sri Lanka in its plan of actions.

The FYDP attempts to develop conflict sensitivity as a cross cutting theme throughout its programme designing and implementation to ensure awareness of the causes of historical, actual or potential conflict, and of the likelihood of further conflict and its likely severity and the capacity to work with all parties to reduce conflict and / or minimize the risk of further conflict. It involves: understanding the operational context; understanding the interaction between an intervention and that context; the capacity to act upon this understanding to avoid negative impacts; and maximize positive ones.

6.2 Disaster Management

The SLRCS has had considerable experience in relief and response work for both natural and manmade disasters. Its strength lies in its long history of relief and other humanitarian work in Sri Lanka. Most commonly, SLRCS has supported these interventions with relief items (food and non-food) distribution to the affected, first aid, ambulance services, water / sanitation services, construction of temporary shelter for the displaced, tracing and mailing services for those affected by disasters. The post tsunami period has seen SLRCS intervene in permanent house construction for the displaced. It has also provided in-kind and cash grants with technical skills and other support services for livelihood recovery and development. While developing its capacity in responding to the disasters effectively, SLRCS is also engaged in Disaster Risk Reduction (DRR) activities to reduce the impact on the future disasters by improving the resilience of the vulnerable people and strengthening early warning systems.

SLRCS has an established mechanism for implementing DRR measures and also for the disaster response. SLRCS mobilizes its organization and volunteers at appropriate levels to carry out disaster response. In order to make its disaster response further effective, SLRCS is putting constant efforts to decentralize the disaster response activities and has been expanding its DRR initiatives up to the community level.

SLRCS has established strong collaboration with the other stakeholders involved in DM, especially with the government DMC. 'Towards Safer Sri Lanka – The Road Map for Disaster Risk Management' and the **Sri Lanka National Disaster Management Plan**, acknowledged the mandate of SLRCS to carry out DRR through promotion of volunteerism, establishment of resource centres, early warning dissemination and public awareness and information, preparedness and mitigation measures as well as in preparedness for disaster response.

The goals and objectives of the Disaster Management programme of SLRCS will contribute to the realisation of **IFRC global Strategic aim 1 and 2 (Strategy 2020 draft 3); Save lives and strengthen recovery from disasters and crises and Enable safer and healthy living, and better integration of the socially vulnerable** and also to the **Hyogo Framework for Action**.

In line with global and government frameworks, SLRCS focuses on following programmatic areas within the next 5 years.

Community- Based Disaster Risk Management (CBDRM)

Over the past 50 years, Sri Lanka has experienced more than 60 significant disasters (floods, landslides, cyclones, droughts, Tsunami etc.) while the protracted internal conflict has caused extensive damage to people and their properties.

Acknowledging the needs, the Sri Lanka government has passed the Sri Lanka Disaster Management Act No. 13 (May 2005) and established the Disaster Management Centre that provides the legal basis to institutionalise the disaster risk management system in the country. The SLRCS has been identified as a key actor for the implementation of the government DM Road Map in Community Based Disaster Risk Management (CBDRM) in developing response plans, establishing emergency service networks and incorporating disaster risk reduction measures into development planning at community level.

To contribute to the GOSL initiative, Currently SLRCS implements CBDRM programmes in 16 districts of Sri Lanka in collaboration with the Government, and intends to expand CBDRM projects, , targeting 125 communities and 125 schools (about 43,750 families, 218,750 people and 50,000 school children) from 2009 to 2013 to improve disaster preparedness measures both at household and community level.

The SLRCS strategy is to mobilise and organise communities to be responsible for community disaster preparedness. There will also be specific support to marginalised groups by enabling them to enhance their capacity to protect themselves and their families and assets. The programme contributes to strengthen capacities of communities, volunteers and SLRCS district branches and divisions to undertake risk reduction interventions. This programme also encompasses school communities on preparedness measures and safety practices and behaviour in order to create a culture of preparedness. The programme will ensure sustainable structures and response capacities of the community.

Early Warning Systems (EWS)

Sri Lanka is one of two countries hardest hit by the Indian Ocean Tsunami that destroyed several countries on December 26th 2004. The disaster claimed more than 35,000 lives, displaced over 400,000 people, and caused widespread damage and disruption to lives of communities living over 800 kilometres of coastline. The Tsunami hit Sri Lanka's shoreline more than two hours after the initial earthquake, between 08.27 and 10.30am. Had there been an early warning system in place, two hours would have been ample time for coastal populations to cover 4-5 km

inland to higher ground and many lives could have been saved. Lack of early warning systems in Sri Lanka makes the coastal populations more vulnerable to cyclone and tsunami types of disasters.

A major objective of the GOSL in its National Disaster Management Plan (NDMP) is to see vulnerable communities get warning in time to avoid exposure to disaster, and to protect their assets. The NDMP has clearly identified a role for the SLRCS for Early Warning Dissemination.

With in the next 5 years, SLRCS targets to reach one million populations and beyond, with its EW networks in 12 disaster prone districts focusing on Tsunamis, cyclones and floods. At present, EW programme is implemented in three coastal districts in collaboration with the Government's DMC and other technical agencies. The key components of the EW programme includes risk assessments and analysis, raising awareness among the communities for better preparedness, making community evacuation plans and training "at risk communities" to respond to warnings and proceed for safer evacuation. The programme also facilitates the establishment of a National level EW mechanism and reliable communication systems.

The programme intends to use its Island-wide network of trained volunteers and its developed response tools to disseminate 'early warnings' to the last mile. The EW programme also aims to link with the existing community structures functioning in Western and Southern coast under the CBDRM programme.

Preparedness for Response

In the recent past, and especially in the aftermath of 2004 Tsunami, a number of initiatives were undertaken to address the difficulties and gaps related to Disaster response interventions over short and medium terms within the context of the post Tsunami and other natural disasters, as well as in response to the IDP situation.

The GOSL, the SLRCS, local civil society organisations and other international organisations and agencies have been actively involved in co-ordinating their efforts to introduce new systems for Disaster response in Sri Lanka. In this effort, SLRCS collaborates with Red Cross and Red Crescent Movement partners, Ministry of Disaster Management and Human Rights, Ministry of Resettlement and Disaster Relief Services, UN agencies and other government and non-governmental agencies.

The SLRCS has already built significant technical capacity for various aspects for DM interventions. However, this capacity is yet to be fully harnessed into a nationwide, multi-tiered, multi-sectoral system that would address all aspects of response. A strong SLRCS nationwide response mechanism will not only improve the efficiency of post disaster response but also ensure policy and practice work towards reducing future disaster risks. The SLRCS also sees the need for a strong institutional preparedness mechanism for emergency response for natural and manmade disasters, to enable optimal utilisation of its resources in co-ordination with other stakeholders.

The SLRCS strategy is to strengthen its response capacity by strengthening its organisational structure, developing various working tools and training material, building competencies of its staff and volunteers and acquiring adequate infrastructure facilities and equipment for fast and efficient response for natural and manmade disasters.

In addition, the SLRCS will work on strengthening information management during emergency relief operations and during recovery phase.

Conflict Preparedness and Response

Sri Lanka has not only suffered the loss of life and grave human suffering due to armed conflicts within the last four decades, it has also faced many other challenges due to conflict in a broader context, such as gender- based violence, religious and ethnic discrimination, youth unrest, political violence as well as economic inequities which are generally caused by prejudices, lack of respect, mistrust and development disparities.

With the dawn of a new era for Sri Lanka, the hope of all communities to live with mutual understanding is much expected. The SLRCS is in a unique position, with its role as an auxiliary to the humanitarian services of the government through Geneva conventions, to play a significant role in achieving the desired expectations.

In addressing these issues, SLRCS has given special emphasis to conflict preparedness and response which includes violence prevention, reduced risk of conflict factors, address ethnic and gender inequities, advocacy against social exclusion, stress relief, conflict responses and the re-establishment of family links etc.

With its wider network of volunteers including Youth, SLRCS conducts various humanitarian programmes in various communities including schools at local and national level, leading towards achieving social inclusion and cohesion.

Recovery, Livelihood (including food security) and Development

As it is in many parts of the world, poverty, vulnerability and disasters are also tied in Sri Lanka in a reciprocal and reinforcing relationship. Therefore, any effort to reduce vulnerability to disasters requires interventions to reduce poverty and vulnerability. Community empowerment should be linked to development and promote livelihoods patterns, structures and opportunities that could empower disaster prone communities to cope with hazards, shocks as well as macro-economic downturns. Experience shows that those who have relatively more social and economic control over their livelihoods are in a better position to cope with disasters, and their recovery is faster.

Under the GOSL established Road map for a 'safer Sri Lanka', interventions to acquire social empowerment and economic growth of vulnerable communities are vital components of disaster risk reduction programmes. The objective is to create empowered communities, capable of identifying problems and issues that make them vulnerable to current and potential disasters in relevant localities, capable of suggesting remedial alternatives that provide sustainable solutions to manage the impact of natural and manmade disasters, while reducing vulnerabilities and enhancing communities' resilience capacity. Building communities' strength through participatory approaches to manage hardships derived from different social, natural, political and economic factors in various aspects and magnitude, should lead to the vulnerable living in more secured environments.

The SLRCS programme focuses on people who are vulnerable and poor, disregarding the causes. Initially it will be implemented in an integrated way, focusing on the well known beneficiaries of the SLRCS owner-driven housing programme (that is part of the post Tsunami recovery and reconstruction programme), and on the communities covered by other SLRCS programmes -

Community Based Disaster Risk Management, Community Based Health, Youth, HIV, Food Security etc.

In terms of community empowerment, the SLRCS proposes to mobilise and train communities in team building, leadership, trust building etc, with the aim to develop vulnerable communities to work in ways that enhance positive relationships across groups, that identify common messages, and develop and maintain links with local and national institutions to promote partnerships. More specifically, awareness and trainings will be integrated through simple activities that could be easily practiced at individual and community level, and that will hopefully enable communities change in both attitudinal and behavioural aspects.

In terms of Livelihood, the SLRCS has already developed modalities exploring potential applications for demand-driven community-led approaches for livelihood development, and for accelerating local economic development by uniting market stakeholders, by increasing incomes and creating and strengthening community-based organisations. Such demand-driven methods are uniquely suited to meet challenges for support to livelihood, including food security and economic revitalisation.

With this in mind, the SLRCS objective is to allocate significant resources to the conflict-affected areas with the aim to improve communities' access to public services and enhanced livelihood opportunities with a particular focus on household food security, water supply, housing as well as health and education services.

Achievements

- SLRCS' role particularly in DM, well recognised by the government Disaster Management Centre.
- SLRCS' representation at national and district level forum (National Disaster Management Co-ordination Committee and District Disaster Management Committee)
- Creation of Disaster Relief Emergency Funds (DREF) at national level
- Setting up regional warehouse and maintain standard buffer stocks (food/non-food)
- Implementation of CBDRM projects in 11 districts with the support of Movement partners
- Creation of pool of trainers (more than 100) Island-wide
- Formation of disaster response teams (NDRT, BDRT, CDRT)
- Setting up emergency control room at national level

Capacity

Learning from its response experiences to the Tsunami, floods and conflict, SLRCS has developed its capacity and relevant policy, procedure, guidelines and organizational structure as well as mechanisms:

- Availability of skilled human resources (NDRT, BDRT, CDRT and TOTs)
- National / regional warehouse, emergency funds and stocks (agreements with other organizations)
- Trained volunteers to disseminate early warnings and basic EW set up at national level
Experienced and competent staff and volunteers at national and district level

Programme Matrix for DM

Strategic Aim: Save lives, strengthen capacities to cope with and recover from disasters & crises leading to peaceful coexistence

Programme Objective: *Improve community resilience, to cope with and manage disasters while continuing to maintain organizational readiness to respond to natural and manmade disasters*

Component #1 – Institutional Preparedness for Disaster Management

Objective

Strengthen SLRCS institutional capacity and systems to respond to impacts of natural and manmade disasters

Expected Results

- Policies, Strategies, Plans and mechanisms developed and the National headquarters, Branches and Divisions are well aware about their roles and responsibilities for all DM interventions
- SLRCS role in disaster and conflict response is recognized by National and local authorities, and is officially formalised in the country's disaster management plan
- The SLRCS NHQ, 26 branches and at least 3 of their divisions and units, have sufficient and competent structure of staff and volunteers to manage and implement all DM activities
- High quality and standardized DM trainings are developed.
- The SLRCS has strategically located offices, warehouses, vehicles, emergency stocks, material and equipment to respond to all types of disasters, including conflict response and recovery
- Early warning mechanism and reliable communication system in-line with government Emergency Operation Centre are in place to disseminate warnings to 'at risk' communities
- Institutional structures of SLRCS are extended to provide support services, for improvement of livelihood status of the vulnerable
- SLRCS developed and implemented a 'learning and building on experience' process for all its DM activities and established co-ordination, knowledge management and monitoring and evaluation mechanisms.

Component #2 – Community Preparedness for Risk Reduction

Objective

Strengthen community preparedness to cope with, manage and reduce impacts of natural and manmade disasters

Expected Results

- Resilient communities are able to withstand the debilitating impacts of natural and manmade disasters through risk management measures
- Safety behaviour among school communities is enhanced to prepare for and respond to possible impact of disasters
- Community- based early warning mechanisms are established in line with government EW Framework
- Peace building interventions are practiced to bring social cohesion in the society
- Livelihood conditions are restored and vulnerable communities are integrated with the society
- Communities' advocacy capacity is further improved to influence positive changes in the society

Integrated approach of DM programmes

The SLRCS DM 5 year strategy consists of various programmatic areas: CBDRM, EWS, and Preparedness for response, Recovery, Livelihood and development. The implementation of these DM programme areas will be done in an integrated manner. However, some specific elements proper to each of the programmes will need to be implemented in a standalone way. Integration among the programmes can be illustrated by the following few examples:

- Conduct VCA in an integrated way to facilitate planning for all DM programmes at community level
- Elaboration of joint training curricula that will be used to train multi task volunteers capable of working in all programme areas
- Volunteer training that always includes all elements of all DM programmes
- As much as possible, there will be a global DM approach to have all four programmes contributing in a well integrated manner when working at community level.
- Various DM activities are planned in such a way that fund-raising for any one of the DM programmes will indirectly contribute to support the implementation of other DM programmes.
- All DM infrastructure, assets and equipment will be shared between the various programmes.
- Networking/partnership with other agencies will emphasise the SLRCS joint DM programmes/ approaches

The fact of having the DM operational strategic plan presented in the 5 years strategic plan as one overall DM plan is to show this integrated approach of the various DM programmes. However, each DM programme has its detailed proposal with all the necessary details for understanding, the basis of discussions.

SLRCS two modalities of programme approach highlighted the standalone approach where the integration is not practicable. The below described programme matrix gives an avenue for the stand alone programmes where the vulnerability is very high:

Component #1 - Institutional Preparedness for Response
<p>Objective Improve institutional capacity and mechanisms to respond to impacts of natural and manmade disasters with skilled human resources and adequate financial and material capacity for effective disaster response.</p>
<p>Expected Results</p> <ul style="list-style-type: none"> ▪ The SLRCS has in place DM policies, strategies, contingency and response plans for NHQ and branches developed /implemented by various adequate DM working groups made up of various technical expertises. ▪ SLRCS NHQ, 26 branches and at least 3 of their divisions have sufficient number of trained staff/volunteers to manage and implement disaster preparedness and response activities. ▪ SLRCS has strategically located offices, warehouses, vehicles, equipment, emergency stocks, funds etc to support the implementation of disaster preparedness and response activities. ▪ SLRCS has in place co-ordination, Information/ knowledge management and monitoring and evaluation mechanisms to measure the quality and impact of its DP/R activities. ▪ Conflict Preparedness and Response mechanism established and functioning to prepare for and respond in all conflict affected and adjoining districts.

Component #2 - Early Warning Systems

Objective

Establish effective community-based early warning mechanism and co-ordination and communication network / mechanism to disseminate the disaster early warnings to vulnerable communities during emergencies.

Expected Results

- Organizational and project management capacity of SLRCS NHQ and district branches developed for effective disaster preparedness and response interventions.
- Divisional and grassroots level RC structures are established and well functioning to prepare for and respond to natural disasters.
- Reliable communication mechanism established at NHQ and branch level in-line with government Emergency Operation Centre to respond to emergencies in an effective and efficient manner.
- Disaster Early Warnings Mechanism is designed and established in collaboration with the DMC for effective disaster response interventions.
- Knowledge and practices of DP/DR measures are improved to reduce the impact of disasters on vulnerable communities, including school children in all targeted areas.
- Information and knowledge sharing mechanism is established.

Component #3 - Community Based Disaster Risk Management

Objective

Build the resilience of high-risk communities to withstand the debilitating impact of natural and manmade hazards through disaster risk management measures

Expected Results

- Community Based mechanisms established and functioning to prepare for and respond to natural and manmade disasters in all targeted GNDs/districts
- Knowledge and practices of mitigation measures are improved to reduce risks among the most vulnerable
- Safety behaviour in students, teachers and school community enhanced to prevent possible damages that would happen during and after disasters, by increasing their knowledge and skills
- Organizational and management capacity of SLRCS district branches and NHQ developed and consolidated for effective DRR
- Divisional level DM mechanisms established and functioning effectively to manage the risk of disasters locally, with the collaboration of the district DMC and other government and NGO stakeholders
- Communities of CBDRM project sites are shielded against disasters, economic downturns and hostile externalities by having a sound and diversified livelihood base

Component #4 - Recovery, Livelihood (including food security) and Development

Objective

Support vulnerable communities to develop their resilience capacity through provision of means of livelihood, protection measures.

Expected Results

- Sustainable livelihoods for the communities at risk of resettlement locations, CBH project sites and disaster prone areas, who are suffering with economic hardships
- Communities at risk accomplish the social recognition and the human dignity
- The vulnerable duly secured by social and economic protection mechanism
- The vulnerable ensured with food Security
- Institutional Structures for provision of Micro- Finance, Training and facilitation services are established
- Social cohesion among communities
- Forged constructive partnerships and support strategies that foster local economic development

Component #5 - Development of Skilled Human Resources and Training Infrastructure

Objective

Build human competencies to cater to the future intervention of SLRCS and to provide training programmes through DM Resource Centre and Regional Training Centres

Expected Results

- SLRCS has finalized its strategies to build the human competencies of its members, volunteers, staff and the management to cater to the future interventions
- SLRCS DM Resource Centre and infrastructure is fully operational with standard basic facilities
- Regional training centres are in strategic locations and fully operational with the integration of OD

6.3 Health and Care

SLRCS has been providing health services to the targeted communities through supply of water and sanitation facilities, promoting hygiene, improving psychosocial wellbeing and generating awareness on primary health care issues such as immunization, nutrition, family planning, communicable diseases and also with special emphasis on the development of First Aid skills, blood donation camps/drives and HIV/AIDS Programmes.

SLRCS is working very closely with the vulnerable communities in establishing healthy living habits with special reference in bringing down the disease burden of non communicable diseases. Emergency First Aid programme and provision of mobile health facilities in conflict affected areas and health in emergency programmes, are also initiated.

SLRCS was engaged in piloting eye care service in one of the most rural communities and it has shown a very good impact on those who are vulnerable. Some of our branches are involved in ambulance services, especially in the conflict affected areas, and very urban settings where the gaps exist.

HIV and AIDS prevention, with special reference to the neglected estate sector, is one of the key Programmes of SLRCS HIV prevention units apart from covering some other target interventions. SLRCS involves with care and support services for the PLHIV.

Blood donor recruitment is the other main Programme in the SLRCS health department which aims to become the main partner of MoH in recruiting its regular non-paid donors through its extensive branch coverage, using mainly the 'Club Twenty Five' concepts in future. 'Club Twenty Five' concept fits the local needs and situations. The Blood Donor Programme covers all the SLRCS branches, looking at the sustainability of the programme. VNRBDR Programme is one of the areas in which sustainability can be assured with minimum or least financial resources.

In the recent years, SLRCS has contributed in collecting around 7000 pints of blood for the National Blood Collection and has supported the National Blood Transfusion Service with countrywide felicitation of Donors on the World Blood Donor Day.

Now SLRCS, together with MoH, pilots the VNRBDR programme in two districts affected by war. It organizes blood donor camps / drives in all other 24 branches of the 23 districts.

SLRCS has been applying the community based approach in implementing health and care activities like CBH, CBHFA, Water and Sanitation, PSP, HIV prevention.

CBH has been one of the key successful projects for SLRCS in the past, covering 17 Districts. The other strong health Programme is the first aid Programme, having an island-wide coverage both in community first aid as well as general first aid.

HIV prevention project started in two districts, covering mainly the neglected estate communities. Now, after achieving its expected results, it has expanded in to more districts and wider target groups under the guidance of SARD. One of the key areas for the SLRCS is to strengthen its relationship with PLHIV networks.

Trincomalee District eye care project has now served 27,900 people. Up to 1900 Cataract Operations have been carried out and 2600 pairs of spectacles have been issued to people identified with vision impairment problems during the last three years.

First Aid activities are run by the SLRCS since its inception. Emergency First Aid (EFA) services were also initiated to provide prompt and effective First Aid services in conflict-affected districts. SLRCS is now in the process of establishing First aid teams to provide first aid services, rescue and evacuation support in times of emergency, internal violence, natural disasters and other emergencies.

SLRCS has now standardized its training curricula in general first aid trainings. SLRCS is in the process of adopting CBHFA new approach in all its community health projects in order to make this approach a success. SLRCS now has one Global Facilitator and seven qualified CBHFA Master Facilitators.

SLRCS is now rapidly scaling up its commercial first aid sector, having a more dedicated team both at central and branch level. It is also in the process of developing new material to support these new initiatives.

SLRCS has now built up capacity in addressing psychosocial issues after completing a three year Programme in six Tsunami affected districts, and is now planning to utilize the present capacity in conflict affected areas.

In future through its CBHFA programmes and IPA, SLRCS is looking forward to address the emerging health issues such as issues due to global warming, change of demographic pattern, and migration.

Achievements

- Standardization and institutionalization of first aid programme of SLRCS and adaptation of CBHFA new approach to community health projects, with local adaptation of CBHFA training manuals.
 - Guidelines developed for commercial first aid activities
 - Development of seven CBHFA master facilitators and One Global facilitator
 - Development of more than 110 first aid certified instructors
 - Development of Health Policy in 2007, step by step implementation guide of community health and a framework for CBH in 2005.
 - Developments of PSP framework and basic curricula for various levels of PSP trainings.
 - HIV and AIDS strategy 2005, peer education pack for HIV trainers
 - Development of protocol to work with PLHIV
 - Membership to HIV global alliance in 2008. Three master trainers in HIV prevention, treatment, care and support and trainers to most of the branches
 - Partnership project with MoH in the VNRBDR Programme
 - 31 TOTs in VNRBDR trained from SLRCS and NBTS
 - Guidelines on organizing Blood Donor Camps/Drives
 - Three Master facilitators in PHiE
 - Three staff members trained in HELP
 - More than twenty five Master trainers in PHAST
- Increased co-ordination with MoH at all levels

- Organizational image and acceptance enhanced due to increased coverage of programmes and services such as ambulance, first aid, Site First, blood, water and sanitation, community health, PSP etc.
- 01 person Trained in FACT with Sectoral expertise in Health and PSP

Capacity

SLRCS has its network in 25 districts with 26 branches reaching up to grassroots level that possess basic unit structure and volunteer force. It has networked with internal and external partners and collaborators. National headquarters, district branches and divisions are capable in managing tailor-made health and care projects/programmes by themselves. SLRCS has standardized and institutionalized the First Aid service network in all 26 branches. More than 110 certified first aid instructors and volunteers with advance and basic first aid certificate are involved in first aid services at various levels.

All the branches are involved in organizing blood donor camps in close collaboration with the MoH system.

Almost all the branches have health trained volunteers serving at branches in various funded and non-funded project activities. Seventeen of these branches have CBHFA trained volunteers. The total number of volunteers is around 2000 at present.

SLRCS has established a pool of trained staff and volunteers to carry out training in first aid, CBHFA, PSP, HIV and in some branches blood donor recruitment. SLRCS’ aim in these coming five years is to stabilize these numbers at branch level to a more sustainable team with multi task training. This clearly is in support of the **Global Agenda Goal 2**: Reduce the number of deaths, illness and impact from diseases and public health emergencies, and **Global Agenda Goal 3**: Increase local community, civil society and Red Cross/ Red Crescent capacity to address the most urgent situations of vulnerability.

Programme Matrix for Health and Care

Strategic Aim: *Promote safer and healthy lifestyles*

Component #1 - Voluntary non-remunerated blood donor recruitment Programme (VNRBDR)
Objective To ensure adequate supply of safe blood to the needy population through promotion of voluntary non remunerated regular blood donation
Expected Results <ul style="list-style-type: none"> ▪ VNRBD increased annually at least by 5% in the whole country in which the target will be equal to around 15000 new donors per year. ▪ Strengthened partnership with National Blood Transfusion Services at all levels by piloting an approach to intensified VNRBDR blood donor recruitment through close collaboration between SLRCS/NBTS for future expansion ▪ Standardized SLRCS approach to conducting blood donor drives across the country ▪ More systematized donor appreciation and recalling system developed for in house collection

Component #2 - First Aid and Commercial First Aid

Objective

- To further develop and strengthen the First Aid coaching system, incl. monitoring and evaluation mechanisms at NHQ and branch levels.
- To develop capacity of the branches and NHQ to deliver quality first aid services and training at all levels
- To strengthen the branch capacity to raise funds through commercial first aid

Expected Results

- The necessary staff and decentralized cascading coaching system at branch level has been established with clearly defined targets, roles and responsibilities. A functioning M&E system is in place at all levels
- Adequate material developed to support the branch Programme
- At least one quality first aid instructor per division is in place
- Twenty five member emergency action team integrated with DM in every branch is in place
- FA volunteers at branch are retained on a long term basis
- At least two instructors per branch for commercial first aid activities are available
- TOR developed for commercial first aid co-ordinators at NHQ and at branch level
- FA activities through branch FA fund raising projects are carried out, including a system for determining the income distribution
- High quality and standardised health trainings are developed.

Component #3 - Community Based Health and First Aid (CBHFA)

Objective

To improve the health of communities with a focus on reducing malnutrition, lifestyle related illnesses, water and sanitation and hygiene related morbidity in most vulnerable communities, through community based health and first aid programmes throughout the country.

Expected Results

- Improved coverage of safe water and household sanitation facilities in target communities
- Improved environmental sanitation and hygiene knowledge and practices at community and household level
- Improved nutritional status of the targeted vulnerable households with special emphasis on children under 5 year and pregnant/lactating women
- Strengthened capacity of the SLRCS branches in delivering CBHFA activities including new emerging health challenges, with special attention to Global warming related issues.
- Strengthened linkages with stakeholders.
- Information and knowledge sharing mechanism is established.

Component #4 - Public Health in Emergency (PHIE)

Objective

To minimize Human sufferings in times of health emergencies including Road traffic injuries thorough institutional readiness, provision of basic emergency health services, awareness and advocacy

Expected Results

- Basic capacity of NHQ, Branches and divisions to respond to public health emergencies, developed as an integral part of community development activities as well as standalone interventions
- Immediate basic emergency health services to the affected people provided, e.g. IDPs due to manmade or natural disasters
- Better awareness of Trauma Secretariat (TS) services in emergencies and the 110 service available in all the main cities.
- The presence of strong multi disciplinary advocacy committees to do advocacy on PHIEs including RTIs

Component #5 - Sight First

Objective

To reduce incidence and prevalence of avoidable blindness

Expected Results

- Access to preventive, and curative Site First services increased for most vulnerable population groups
- Awareness on preventive measures on conditions leading to blindness is increased
- Strengthening of the Sight First units for service provision at district hospitals increased

Component #6 - Psychosocial Care

Objective

To build resilience and wellbeing among vulnerable communities and individuals after identifying needs in every district

Expected Results

- As part of introducing healthy lifestyles, advocating peaceful co-existence, tolerance, and non violence based approaches are adopted
- People with special care needs are reintegrated in society. Follow up is provided in homes to individuals/families with PSP needs in close collaboration with MoH teams
- Strengthening of SLRCS capacity for provision of PSP interventions
- Individuals are referred to specialized services when needed

Component # 7 - HIV/AIDS

Objectives

- To contribute to reduction in incidence of new infections among selected high risk and vulnerable groups , incl. young people, through peer education, life skills development and 100% condom use approach as well as through safe blood transfusion
- To contribute to improve the quality of life of PLHIV and their families through care and support with the greater involvement of PLHIV and through promoting anti-stigma and anti-discrimination activities
- To contribute to anti-stigma and anti-discrimination activities in society with the greater involvement of PLHIV
- To strengthen the capacity of national societies to effectively deliver HIV interventions.

Expected Results

- Knowledge, sexual behaviour and practices of high risk and vulnerable groups , incl. young people in target communities are understood, and their needs are reflected in programme design and advocacy
- Rights and confidentiality of vulnerable groups is protected, including PLHIV
- Evidence based approaches are used for obtaining impact
- Condom promotion is a central part of prevention mechanisms as young people are empowered with relevant life skills for HIV prevention and Facilitate access to STI services and counselling, including VCCT and Youth-friendly sexual health services
- Voluntary non- remunerated blood donation is enhanced
- Income generating needs of PLHIV are met in high-prevalence areas, prioritized, addressed and supported
- PLHIV and their networks are empowered and supported
- Stigma and discrimination against PLHIV are reduced
- Higher utilization of STI and VCCT services and facilities
- Role of NS as strong civil society player with a significant contribution to the HIV response is enhanced
- NS HIV programmes are well co-ordinated with national programmes and programmes of other key players

6.4 Organizational Development

The Red Cross has been providing humanitarian services in Sri Lanka since 1936. Since then, it has gradually expanded its geographical coverage and continued to strengthen its organizational capacity. The SLRCS sets about initiating the expansion of its organizational structures at the branch and division level with the aim of creating a well-functioning island-wide branch and divisional network. It is SLRCS's 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.

Achievement

A. Leadership Development

Significant progress was made in establishing democratically elected governance committed towards good governance and efforts continue to protect this. Gender representation within the leadership still poses a challenge and has not yet been achieved at the governance level while in the management sector some progress has been achieved. More importantly awareness of the importance of gender and diversity has been raised and there seems to be a commitment from the leadership to address this.

B. Statutes

- The recommendations given by the Joint Statutes Commission (in Geneva) on revised statutes of SLRCS was presented at the May 2009 AGM of SLRCS and members unanimously accepted most of recommendations. Introducing a rotational system for governance office bearings was one of the key change.

C. Human Resources

- Introducing and supporting the branch core structure
- PPP and leadership development training at all levels of the organisation
- Introducing a basic performance appraisal system for staff members in branches and NHQ
- Trained volunteers in rapid response teams (RRT) or BDRTs, first aid teams etc., with awareness on volunteer policy and management.
- Development of volunteer training module.

D. Financial Management/ Resources

- Provided necessary basic hardware and software to branches and NHQ to implement transparent and accountable financial management systems.
- Logistics Manual, fleet management manual and warehouse management system were introduced with hardware support to branches and NHQ for warehouse and stores.

E. Material Resources

- Minimum requirement of office equipment provided to all branches.

Sufficient office space for seven or more people in 23 branches was provided on rentable or permanent basis with conference facilities for minimum of 10 people. Of this 5 branches are now housed in their own branch buildings.

F. Volunteer Development

- Well developed volunteer database software and system in operation
- Volunteer accident insurance coverage obtained for 2296 volunteers for 2009

G. Organisational Systems

- Knowledge on developing annual plans, and strategic plan given to 13 branches.
- Policies on Core Programme sectors excluding P & V have been developed and circulated.

H. Resource Mobilization

- Development of Interim Guideline for Income Generation Projects
- Starting of several IGP projects at branch level with partners support

I. Networks and Linkages

- Coordination with external stakeholders, corporate sector and the GOSL has improved.

Capacity

Through the experience gained during last 4 years with the Tsunami operation SLRCS OD department has developed soft skills of the OD team in handling strategic OD issues and have developed confidence in undertaking a successful reengineering process in SLRCS. The FYDP basically promotes this organizational change process.

All sort of hardware developments achieved over past four years through the implementation of OD program such as office space, basic equipments, improved fleet and logistic means etc... have tremendously contributed to give higher output in service delivery at all levels (NHQ and branches) in SLRCS.

Further, following could be highlighted as additional capacities of OD:

- Availability of skilled and trained human resources (at NHQ and branches)
- Agreed minimum structures to deliver services of SLRCS under different scenarios such as zero funding from partners, 50% funding from partners and 100% funding from partners in implementation of the FYDP.
- Trained and motivated volunteers to engage in Red Cross activities
- Strong youth wing with a well functioning youth governance structure at national, branch, divisional level and within schools.
- Agreement on minimum standards for branch and division development interventions.
- Experience in successful branch level IG projects such as commercial first aid, commercial ambulance service, renting out agricultural equipments etc...
- SLRCS owned 4 branch buildings with rentable space for income generation w

SLRCS OD Programme has identified the three Programme priorities/themes below. Each of these themes consists of several project sub-components.

1. Governance management and systems development
 - a. Governance, Management and systems development
 - b. Finance and Logistics Development
 - c. HR management

2. Community and branch development
Community Infrastructure development and capacity building

- a. Youth development
 - b. Volunteer Development
 - c. Gender and diversity – (Policy and tools development)
2. Strengthening and repositioning of the national society
- a. Resource Mobilisation (including branch infrastructure development)
 - b. Networking, Communication and Image Building

A description of OD sub components in SLRCS FYDP is mentioned below

Good Governance in SLRCS

It is the role of the Governance to set the corporate aims and objective, and monitor their achievements and it is the role of the senior management team to work out what has been done to achieve these aims and objectives. These two organizational functions should come together to provide direction to the organisation and ensure effectiveness of its implementation. Though the distinctions between roles and responsibilities of the governance and the management have been clarified and documented, there are still gray areas. Although, the roles and responsibilities of the governance are confined more specifically to policy decision making, it has a reasonable bearing in the management functions as well. The Chairman of the branch also becomes the supervisor of the BEO at branch level, in addition to the DG's overall supervision in terms of his/her management function. The other aspect is that the Chairman participates officially in the management functions in authorizing payments and signing cheques as second signatory which also could be substituted by the Secretary or the Treasure.

However, SLRCS governance brings in great wealth of experiences both at NHQ and branch levels from multi-disciplinary and multi-cultural backgrounds that enhance the work of the organisation and provide them with unique positioning at district level across the country. The commitment of SLRCS governance is another key factor in the overall performance of the organisation. Contribution of the virtual policy committees and the functions of the other governance voluntary bodies have been noticeable in recent years. The development of virtual policy committees at the branches has just begun with special focus on four thematic areas DM, health, youth and volunteer development and resource mobilization with the participation of branch governance, branch management, volunteers and external expertises in the relevant discipline. The governance and management have a challenging inter-dependent relationship. The National Society's constitution clearly defines management and governance responsibilities. The function of the virtual policy committees has also been clearly defined, consisting of management and governance representation in order to provide the link that will ensure policies and procedures are followed and adhered to. This assures a level of upward and downward transparency and accountability both to the vulnerable communities as well as the donor community as per the strategy of the Society.

The SLRCS has realised the importance of taking up the challenge of improving the role and skills of its governance and management and have to look to address this in the relevant areas in the FYDP.

The SLRCS has taken the challenge of moving from good to great in its good governance application in the FYDP by assuring responsibility, transparency, accountability, responsiveness, consensus oriented, equal and inclusive, efficient and effective, just in time, participation, follow the rules and regulations, and updated knowledge. Annexure 5 explains the meaning of each attribute.

Volunteer and Youth Development

Through Volunteer Investment Value Audit (VIVA) model used by the Nepal Red Cross, SLRCS has come to realise the need to quantify financially the value of the contribution made by its volunteers, which is one of the key success factors of the National Societies' status and performance. Volunteers are an integral part of the SLRCS. Improving the systematic management of volunteers and rewarding and recognizing them have been a priority issue in the SLRCS with significant resources being allocated to strengthen SLRCS capacity in this area over the last few years. As remedial measures the National Society has introduced a new Volunteer Policy Management System, and Performance Recording Mechanism. It is hoped that through these initiatives SLRCS will be able to retain its good volunteers for longer periods of service and improve their skills, efficiency, and values, with appropriate multi-disciplinary training.

SLRCS Youth Wing plays a major role in volunteer service delivery activities at grass-root level. Furthermore, SLRCS has identified the importance of developing the capacity of youth to prepare them in bearing leadership of the National Society and the country in future.

Management Excellence in SLRCS

The SLRCS has succeeded in gradually expanding its geographical coverage in programming and responsiveness and is continuing to strengthen its organizational capacity. It also has set about initiating the development of its organizational structures at the branch and divisional level with the aim of creating a network of structures and systems that contributes to the creation of a more effective National Society with well-functioning island-wide branch and divisional network. Annexure 6 presents characteristics of a well-functioning NS and well-functioning branch. It is SLRCS's intention to continue to strengthen its organization through strong community based foundations through extended strengthened divisional structures that will enhance its capacity to respond to vulnerabilities within the country under well organized management systems. 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 reach of services to beneficiaries by mobilizing and organizing people and other resources within the civil society.

The constitutional grassroot legal structure of the SLRCS will not intensively develop for the time being until the SLRCS strengthens its divisional network. The intensified unit development will be undertaken beyond 2020 once the SLRCS achieves the targeted community outreach as per the FYDP and beyond.

The following tables depict policy, framework, tools and lessons learnt documents developed by SLRCS to enhance the efficiency of operational management at NHQ and branches.

Policies and Framework
<ul style="list-style-type: none"> • 2009-2013 Strategic plan of SLRCS • 'A Way Forward' document to guide the implementation of the Constitution at branch level – in 2005, 2006, 2007, 2008 • DM Policy 2007 • OD Policy 2007 • CBH Framework • Vehicle Policy 2006 • IT Rules and Regulations of SLRCS - 2007 • Volunteer Policy 2007
Tools
<ul style="list-style-type: none"> • Volunteer Management Manual (2007) - Guideline to improve management of the volunteers in a systematic manner at branch/NHQ level • Volunteer Field Notebook (2007) • Management Manual (HR/Finance) review is ongoing • Fleet Management Manual 2006 • Warehouse Manual 2006 • CBHFA volunteer manual and facilitator guide • HIV peer education pack
Lessons Learned
<ul style="list-style-type: none"> • Capability assessment of staff 2008 • Branch Mapping Exercise 2006 • Branch Capacity Assessment 2008 • Training Need Analysis Report of 2008 • Joint Options Assessment between SLRCS and CRCS Report -2008 • Number of midterm and end term evaluation of community project reports

Whilst developing standards and policies, a number of systems and procedures have been put into place to ensure accountability and transparency. These include technical committees, virtual policy committees, operation modalities, coordination mechanisms, good partnership principles and practices and adherence to codes of ethics, HR procedures, financial systems and procedures among others.

Learning Management

SLRCS has made a considerable investment in the training and development of its governance, management and volunteers with encouraging results and impacts. Training and development relates to competitiveness because it helps SLRCS to deal with the following competitive challenges: quality challenge, global challenge, social challenge and high-performance work systems.

However, a recent training needs analysis and internal evaluations of the SLRCS have shown that the training and development function still has gaps that prevent SLRCS from being a learning organization. Instead of so called 'popular training' SLRCS requires more learning orientation in its overall training and development interventions. In order to ensure that trainees have the opportunity to perform, directors, managers and peers support training activities including motivation and a favourable work environment, are essential. SLRCS aims to become a learning organization and in its FYDP has tried to look at how it can enhance its capacity to learn, adapt and change.

The following diagram explains how SLRCS has planned its training and development. It is a management development tool that provides a more holistic approach:

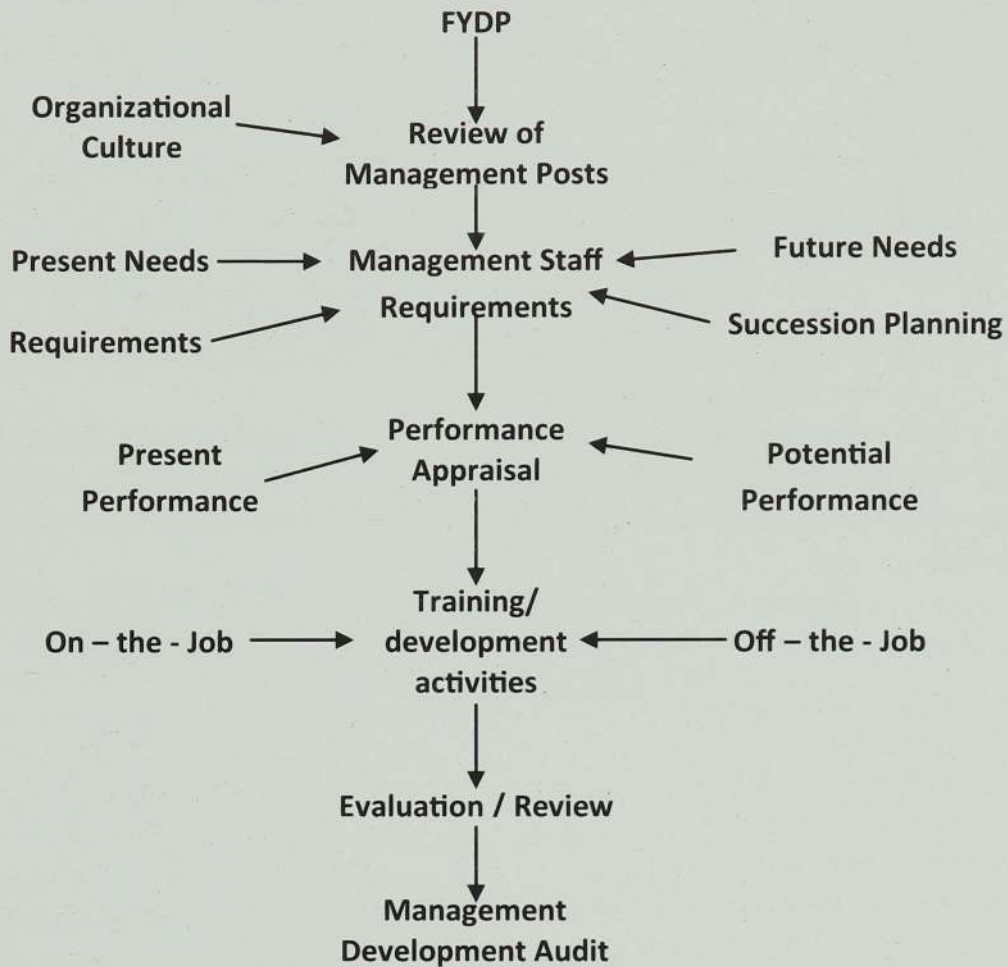


Figure 07: SLRCS Training and Development Plan

With the planned training and development or learning and development intervention, the following key influential factors need to be considered:

- Degree of change in the external environment
- Degree of internal change
- Availability of suitable skills within the existing staff
- Adaptability of existing staff
- The extent to which the SLRCS supports the idea of internal career development
- The commitment of senior management to training as an essential part of organizational success
- Knowledge and skills of those responsible for carrying out the training

In FYDP the following are the key strategies to ensure that SLRCS becomes a learning organization:

- i. The development of a Human Resource Management (HRM) plan with the support of HR experts in order to strengthen the capacity of SLRCS governance and management to implement the FYDP.
- ii. Setting up of a Learning Management Unit (LMU) under the OD department that:
 - Undertakes training needs analysis covering organizational needs, person needs and task needs in appropriate frequency

- Ensures an improvement in the collection, updating and sharing of training and capacity building documents, tools, modules etc developed by SLRCS or other organisations as a continuous learning practice
 - Develops and publishes an annual training calendar for SLRCS in order to streamline the NHQ, branch and division level training interventions with the close cooperation of core Programmes
 - Ensures that most appropriate participants are selected for the training Programme
 - Establishes a mechanism for those participating in local and international trainings to share their learning experiences, materials and modules on their return
 - Ensures the quality and standards of training modules
 - Ensures the competency, responsibility and ethics of resource persons
 - Undertakes continuous monitoring with frequent evaluations to make recommendations for further improvements
 - Established a resource centre with library facilities a comprehensive collection of learning material available online and off-line
 - Ensures performance and impact of training and development investment with possible recognition and rewards
- i. Setting up and encouraging of a quality Human Resource Environment (HRE) at SLRCS in order to achieve higher performance and productivity levels.

Finance and Logistics Development

Finance and logistics development interventions are an integral part of FYDP in order to achieve financial accountability and efficiency in financial decision-making objectives. The FYDP has to achieve divisional, branch and the NHQ level funds mobilization and financial accountability targets with both short and long term perspective. Therefore, FYDP attempts to further strengthen the financial policies, financial procedures, logistics policies, logistics procedures and systems controls in all areas of the SLRCS as a main component of OD.

Resource mobilization

SLRCS is concerned that very little progress has been made with respect to Resource Mobilisation to date particularly given that it is a central function of their endeavours to achieve self-sustainability under zero donor funding scenario in future. The level of investment required in terms of time and money warranted a fund-mobilisation project proposal to be developed through the support of the Canadian Red Cross. The first step would be to set up a Resource Mobilization department with the necessary guidelines and direction to implement the first five strategies identified and to work towards realising the following goals and objectives set out in the strategic plan with the ongoing shared successes of fundraising activities.

Prior to the Tsunami disaster an attempt was made by the SLRCS to commence Resource mobilization activities. This attempt resulted in formulating the guidelines for fund mobilization. However, due to the absence of policy and implementation strategy, Resource mobilization was not pursued as envisaged. The massive inflow of funds after the Tsunami and the necessity to utilize these funds to deliver relief to those affected, also caused the SLRCS to give low priority to fund mobilization. Another attempt at Resource mobilization was made in 2005. This resulted in the setting up of some income generation projects. In spite of all genuine efforts and commitments that these projects envisaged, it did not deliver the desired results due to the absence of a dedicated fund mobilization department to focus on evaluating, setting up and monitoring the progress of these projects.

The SLRCS set up and operated projects offering commercial ambulance services and first aid training based on emerged needs. However, these projects have not delivered results in keeping with the potential that can be achieved due to the lack of adequate market analysis and marketing strategies.

In the recent past, some Income Generation (IG) projects have been initiated in the branches under the supervision of the OD department with funds made available by PNS's. Parallel to this Interim Guidelines for IGP at branch level was introduced. These projects seem to be in need of planning and marketing inputs. The management of these projects can be further improved by establishing adequate systems and controls. Details of these projects are reflected in Annexure 7. Refer to Annexure 8 for guiding principles for fund mobilisation.

SLRCS had set up its corporate wing the 'REDMO' under which the following ongoing income generation activities are implemented:

- Heavy machinery equipment hire project
- SLRCS printing press project
- SLRCS fuel station
- Commercial Clay Water Filter project
- Katunayaka DM training centre project (proposed)
- Technical consultancies (proposed)

Goal of Resource Mobilization Program:

SLRCS with adequate resource facilities and diverse income generation/fundraising avenues to achieve sustainability in running programmes under zero donor funding scenario and use for equity partnership.

Objective 1: Identify and develop avenues of income generation.

Objective 2: Build the capacity for income generation/fundraising with an enhanced image of the SLRCS

The following identified strategies will be adopted:

- Develop and implement Resource Mobilization policy (fundraising, IGP, donor funding), strategy and activities at all levels
- Enhance the image of the SLRCS through visibility of all community oriented quality programmes with accountability
- Ensure commercial viability
- Improve skills and technical knowledge of staff and volunteers in revenue generation, project/business planning and marketing
- Adopt best practices of resource mobilization of other organizations, exchange visits, and skill shares
- Link-up with the private sector to be part of their corporate social responsibility (CSR) Programmes
- Construct/acquire buildings with space for income generation
- Form SLRCS business subsidiaries

Key actions

- Set up Resource Mobilization department
- Formulate and Review Policy
- Formulate and Review Strategy

- Design and Review Operational Systems and Procedures
- Initiate Large Scale income Generation Projects

SLRCS has realised its organizational and management strength and weaknesses. With the implementation of its FYDP, SLRCS commitment is to achieve managerial excellence through SLRCS Re-engineering process.

Integrated approach of OD programmes

In SLRCS OD program the real integration which serves benefits to communities could be identified within the Community Infrastructure development and Capacity Building project. In this project, OD has set minimum standards to achieve under the 78 divisions development Intensified Capacity Building (ICB) pilot project. By following either model 1 or model 2 approach described in the chapter 5 of this FYDP, the 78-division development integrated program plan could be implemented. Program integration is prominently observed at different levels in IPA within 78 division development ICB program, such as sharing of technical support, physical resources, funding, human resources with other core program projects and service delivery through multi disciplinary service delivery volunteer team.

In addition OD will contribute through following to achieve integration:

- Conduct VCA in an integrated way to facilitate planning for all OD programmes at community level in collaboration with other core programs.
- Elaboration of joint training curricula that will be used to train multi task volunteers capable of working in all programme areas
- SLRCS LMU which coordinates all the core program trainings
- Setting commonly agreed indicators and minimum standards in achieving goals of cross cutting program areas
- Coordination and policy level guidance on cross cutting program related matters through OD virtual policy committee meeting and other program coordination mechanism

Programme Matrix for OD

Strategic Aim: Promote SLRCS to build its capacity to have wider community reach out through an efficient, effective, high quality, transparent, and accountable service delivery mechanisms, developing self reliance and sustainability

Component #1 - Community Infrastructure Development and Capacity Building
Objective - Develop self-sustainable community-based structures that can help effectively deliver services to the vulnerable
Expected Results <ul style="list-style-type: none"> ▪ Strengthened SLRCS and other local structures that facilitate community-level service delivery ▪ More resilient partner communities

Component #2 - Youth Development
Objective - Enhanced capacity of youth members, and volunteers to share PV and other RC information, contribute to ongoing Programmes, and engage in effective service delivery
Expected Results <ul style="list-style-type: none"> ▪ Effective youth policies are in place ▪ Strengthened youth wing with higher retention rates ▪ More youth contribution at all levels of the Programme ▪ New and effective youth-driven fund raising initiatives

Component #3 - Volunteer Development

Objective - Mobilize volunteers across Sri Lanka, and strengthen their capacity to be self-motivated humanitarian activists while delivering effective and efficient services to vulnerable people in own communities

Expected Results

- Increased number of motivated, trained, and effective SLRCS volunteers active at all levels
- Increased recognition of the importance of volunteerism in Sri Lanka
- Increased involvement of trained volunteers in peace time activities

Component #4 - Gender & Diversity – (Policy & tools development)

Objective - Assure that the SLRCS is an organization with equal opportunities and is accessible to all citizens without any discrimination against different communities

Expected Results

- Existence of an up-to-date gender and diversity policy which is regularly disseminated to all Branches
- New knowledge and attitudes of national and Branch governance and management towards gender and diversity in planning and implementation of core programming
- New pilot projects that assist particular vulnerable groups of women or men that the National Society targets for membership (e.g. elderly women without resources, female heads of households, workers in low-income families, male single-parent households, victims of gender-based violence)

Component #5 - Governance, Management and System Development

Objective - A professionalized and effective SLRCS service delivery system and practice, with a culture that values professional ethics and humanitarian values, and operates within an effective governance and management relationship

Expected Results

- Staff are motivated, and results-oriented team players that consistently display behaviour consistent with the organization’s stated values and ethics
- A results-based performance management system is in place and being used
- Required SLRCS management skills and competencies are developed to meet efficient and effective service delivery and to achieve organizational vision and mission

Component #6 - Finance and Logistics Development

Objective - Improve SLRCS financial, logistics management and reporting systems is in placed and ensure increased transparency, accountability and compliance with relevant statutes, policies and accounting standards in Sri Lanka through awareness raising at all levels

Expected Results

- A standardized financial accounting system is operational at NHQ and at all Branches
- Consolidated financial statements for SLRCS accounts are publicly available
- Improved financial communication links with all stakeholders
- Improved accuracy and timeliness of financial reporting to PNSs, government, and public and private stakeholders
- Awareness and application of standardized logistics procedures mentioned in logistics manuals is improved at all levels in SLRCS

Component #7 - Resource Mobilization

Objective - Ensure the SLRCS Programme and core cost is covered through a self-financed resource mobilization mechanism under zero donor funding scenario after 2013

Expected Results

- A number of income generation projects are consistently able to generate net profit
- Enhanced SLRCS capacity to successfully design and implement fundraising activities
- Branches have physical facilities and infrastructure that support IGPs

Component #8 - Infrastructure Development

Objective - Have the required physical infrastructure facilities for staff and volunteers at all levels to facilitate a system of cost-effective service delivery

Expected Results

- All branches and the NHQ have required office premises and income generation facilities based on minimum standards

Component #9 – Communication Development

Objective - Strengthen the SLRCS capacity to identify and build the desired image of the SLRCS operating within the Geneva conventions, and communicate this to all stakeholders, addressing the issues identified in the SLRCS strategic plan

Expected Results

- SLRCS has a communications policy and has institutionalized a COM component into Programmes at all levels including training
- Governance and senior management know how to apply the FP, Movement and NS Statutes, and Seville Agreement in their day-to-day leadership of the Society
- Improved communications programme management capacity at NS NHQ and branch level, and network of staff and volunteers for COM maintained
- Improved internal communication system for the NHQ and branches
- Communications capacity at NHQ and branch level is maintained through a network of staff and volunteers and working tools
- SLRCS has adequate communications equipment, materials, and operating procedures
- Public understands the role of the SLRCS and thus is supported by the media
- PMER for Communities established
- Improved media linkages with government authorities, UN, RC Movement, INGOs, NGOs

6.5 Principles and Values

Volunteers of the Sri Lanka Red Cross have been actively engaged in humanitarian services since its inception while adhering to the Movement’s Fundamental Principles and respecting long standing cultural values. Volunteers, both men and women of different religions and ethnicities, work together in the communities without discrimination. However, disharmony in the community and violent conflict between different ethnicities due to various reasons has cost thousands of lives throughout the country during the last three decades.

The need for the promotion of humanitarian values through humanitarian programmes and volunteer service is an urgent need to restore harmony in all communities. Whilst adhering to the movement’s fundamental principles, various integrated and standalone programmes will be conducted in each district.

Advocacy on behalf of vulnerable groups, promotion of non- discrimination, gender sensitization and respect for human beings are planned for implementation.

Programme Matrix for P&V

Strategic Aim: *Inculcate Humanitarian Values towards influencing the behaviour of communities through programmes based on the fundamental principles of the RCRC Movement.*

Expected Results

Safer and resilient communities living in harmony, with mutual responsibilities to help each other during humanitarian emergencies and normal times.

Component #1 - Institutionalising P&V
<p>Objective – Institutionalise P&V component into SLRCS at all levels.</p> <ul style="list-style-type: none"> • To strengthen SLRCS NHQ and branch staff capacity to deliver and evaluate P&V training courses and to deliver P&V programmes. • Disseminate IHL to identified key stakeholders, including school children and public authorities. • Ensure gender and ethnic diversity are considered in all programme planning and implementation
<p>Expected Results</p> <ul style="list-style-type: none"> • The SLRCS has elaborated a P&V policy. • All other programmes of SLRCS include P&V aspects in their Strategic Plan and activity budget. • SLRCS governance and management at all levels are committed to the dissemination of Fundamental P & V. • All internal stakeholders are knowledgeable of the Fundamental principles and act accordingly.

Component #2 – Capacity Development

Objective

To improve programme management capacity at NHQ, branch and divisional level, and to maintain the network of staff and volunteers for P&V.

Expected Results

- Sufficient number with a minimum of one programme officer P&V and 2 Dissemination officers in place at NHQ.
- Each branch, has officer and 20 volunteers identified from divisions and units, and members of staff trained for P&V.
- Training material and tools developed and available, including standard dissemination tools and kit introduced.

Component #3 – Dissemination, delivery and evaluation

Objective

To strengthen SLRCS NHQ and branch staff capacity to deliver and evaluate P&V training courses, and to deliver P&V programmes

Expected Results

- PMER for P&V established in common with all core sectors.
- The P&V structure at NHQ is capable of developing and implementing P&V programmes for guiding and implementing at community level.

Component #4 – Disseminate of IHL

Objective

Disseminate IHL to identified key stakeholders, including school children and public authorities.

Expected Results

- Relevant groups knowledgeable of IHL and resource persons made available

Component #5 – Equity and diversity

Objective

Ensure gender and ethnic diversity is considered in all programme planning and implementation.

Expected Results

- Increased awareness of gender and diversity issue and programme planned and implemented with gender sensitization.
- Absence of gender-based discrimination in target communities

Component #6 – Advocacy

Objective

Advocacy on building social harmony

Expected Results

- Government policy influenced ensuring policies of non discrimination and social inclusion policies advocated
- Facilitation provided as recourse and relief to victims of gender and ethnic based discrimination.

7.0 Planning, Monitoring, Evaluating and Reporting (PMER)

7.1 Overview

The FYDP will focus on PMER with due prominence to ensure efficient and effective use of resources to bring the intended outcomes while overcoming deficiencies which prevail in the PMER systems and strategies of the SLRCS. The FYDP will address these issues through adopting standardized international and national PMER tools, techniques and best practices together with the required capacity building and individual mindset changes and organizational behavioural improvements of SLRCS.

The PMER framework will further assure:

- Alignment to organizational vision, mission, policies, strategies and movement mandates
- Greater accountability to both donors and beneficiaries
- Transparency and cost efficiency
- Needs- based, and rights- based and results based planning
- Greater focus on achievement of optimum results
- Accurate and useful information timely for decision-making
- Cost effective sustainable capacity building
- Alignment to good partnership codes of ethics and practices while promoting effective coordination and communication
- Future institutional learning and knowledge management towards development of better programming

7.2 Results Based Management

Planning, monitoring, evaluation and reporting on progress in achieving these results, is central to modern management techniques. Typically referred to as results-based management (RBM), key characteristics of this approach include the following:

- Key indicators need to be introduced to ensure alliance to the Society's vision, policies and strategies
- Realistic expected results are defined at sector, national program, branch program, and divisional level
- Risk is identified, assessed, regularly monitored and reviewed, and mitigated through practical actions
- A limited number of key performance indicators are selected and used as a monitoring 'menu' across programs and branches
- Performance information is collected using standardized techniques, then collated, reviewed, and electronically stored for easy retrieval
- Lessons learned, best practices and shared knowledge are invested in program design to support continual improvement
- Results, lessons learned, and adjustments being made are reported regularly to internal and external stakeholders based on credible data
- Wide participation among key stakeholders in planning and review

The diagram below visualises the RBM model:

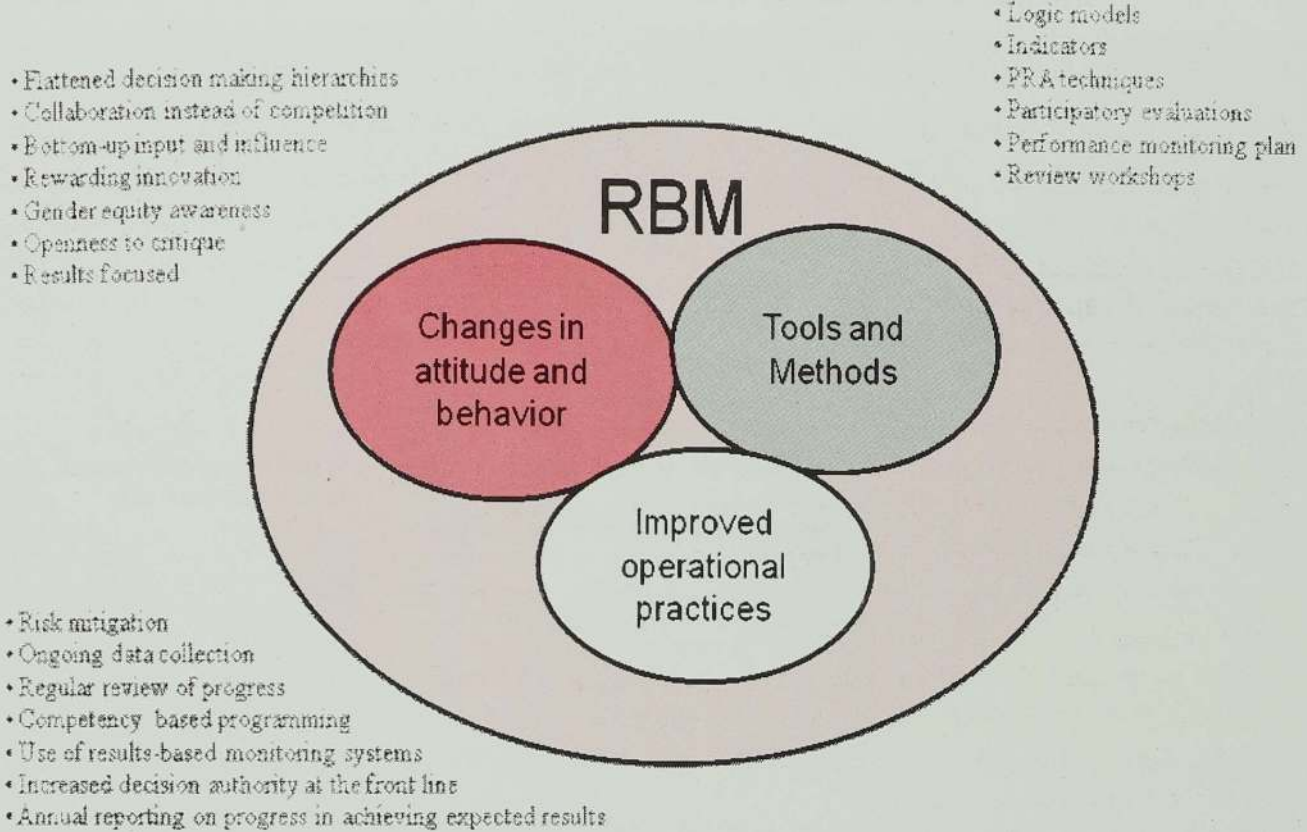


Figure 08: Results-Based Management

RBM is an approach aimed at changing the way organizations operate, with improving performance in terms of results as the central orientation. It strives to improve decision making, transparency, learning and accountability. It focuses on performance measurement, achieving outcomes, learning, and reporting performance. With its long-term humanitarian service delivery objectives, the complex implementing environment in Sri Lanka, the demands of PNS-supported budgets and its own ambitious expectations for sustained change, RBM is required to ensure accountability and to support Programme quality.

7.3 Performance Management

The SLRCS is an organization which has expanded very rapidly following the Tsunami experience. With a focus on emergency relief, recovery and development, a performance management system and in-house capacity for measuring performances were not given high priority. That has now changed. Preliminary work carried out by the SLRCS recently created a model for the performance management system that the organization wants to create (Figure 9). It is based on an annual project-cycle of planning, implementing, monitoring, learning, and adjusting. In this model, the FYDP and the Programme matrixes therein provide the strategy and a menu of expected achievable results. Over the course of this FYDP, the SLRCS will strive to develop, integrate, and implement a related and practical performance measurement system, for governance, management and volunteers. Using data collected from key indicators selected, the SLRCS will be in a better positioned to assess, review and report on performance and invest on lessons learnt.

Model of SLRCS' Performance Management System

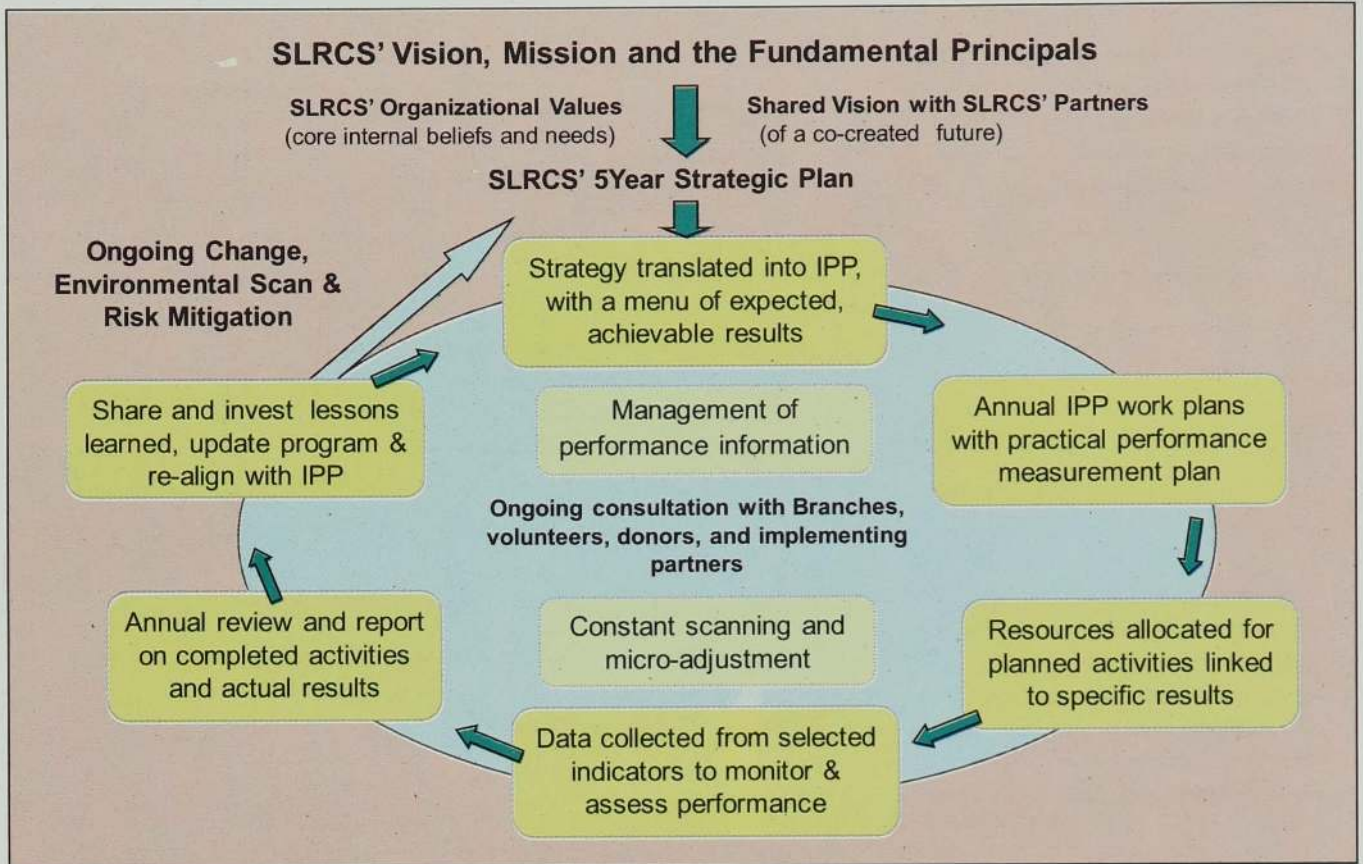


Figure 9: Model of SLRCS Performance Management System

Implementation of this model will require new investment in human resource capacity at NHQ, branches and divisions, and piloting of new data collection approaches. An external consultancy will be required to coach and mentor SLRCS as it moves along its RBM learning path. A Performance Knowledge Management Unit within NHQ is to continuously champion RBM and advocate the cultural changes needed to support ongoing participatory performance review with an external independent body subject to rotate from time to time.

Recent NHQ benchmarking and baseline initiatives, for example, the Branch Capacity Assessment (BCA), the Capacity Assessment Performance Indicators (CAPI) and the Training Needs Assessment, are conscious and determined efforts by SLRCS to become more results oriented through rigorous and consistent use of standard indicators. The extensive and participatory planning process that led to the FYDP is also evidence of SLRCS' determination to be more results oriented.

Developing SLRCS' Performance Monitoring System

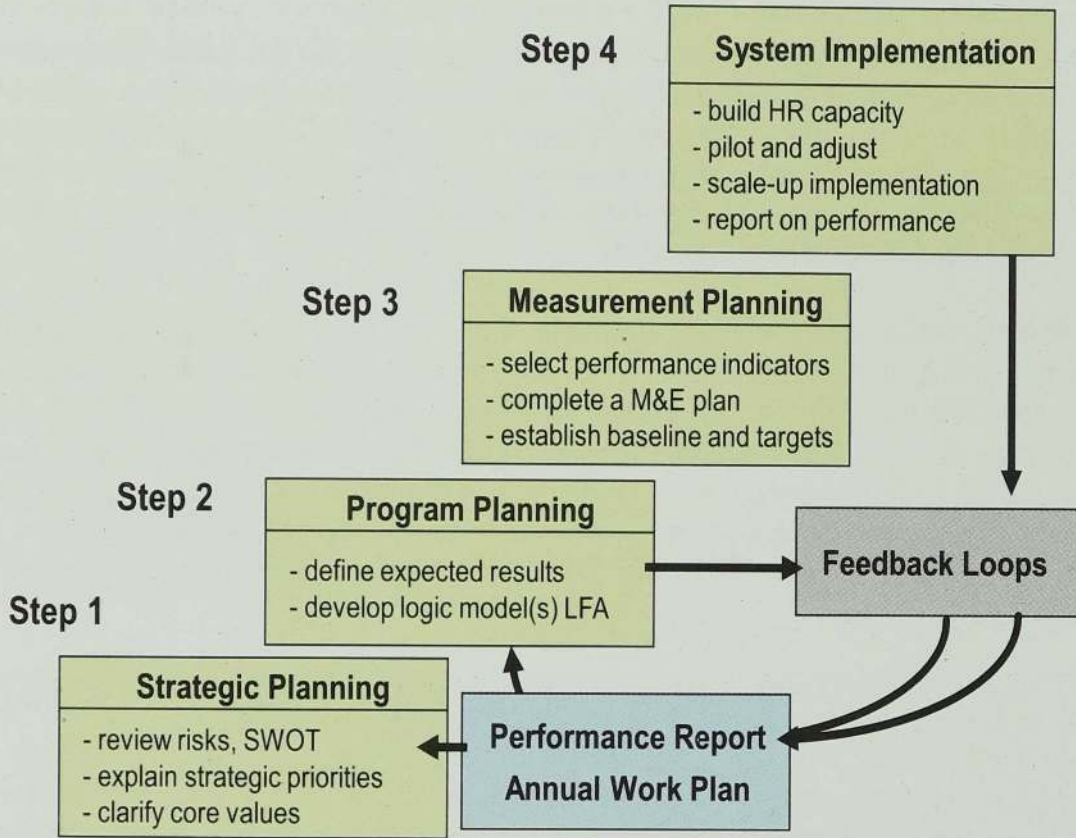


Figure 10: Developing a Performance Management System for the SLRCS

A structured Monitoring and reporting framework will be set up, ensuring that the activities and projects set out in the operational plans are contributing to the achievement of the strategic objectives and the necessary changes made to improve their effectiveness during the implementation.

8.0 Sustainability

8.1 Overview

The concept of 'Sustainability' and what is understood by it can cause some controversy and is a subject that has been discussed amongst the policy makers, opinion makers, academics, donors and development practitioners across the world. SLRCS has taken on the challenge of looking at how it can make its humanitarian service provision sustainable in vulnerable communities. The FYDP has been designed primarily to address human vulnerabilities and reduce risk while building SLRCS and community capacity in mind, with a clearer attempt from the National Society to be more strategic in its interventions. As is the case in many organisations, the SLRCS realises that its level of capacity is not necessarily sufficient to deliver the services it would like to offer or to meet the plethora of needs it is being approached to address. For SLRCS, the term 'Sustainability' refers to ensuring the capacity to efficiently and effectively deliver quality humanitarian services uninterrupted within the mandate of the National Society, as and when necessity demands, following risks caused to vulnerable communities.

The SLRCS' existing thinking, innovative approach and this period of transition provided opportunities to create a platform to identify sustaining strategies. The global economic downturn has a reasonable bearing on Sri Lankan economy which resulted in this phase of fundamental change. For SLRCS to sustain its services, thinking patterns that seemed adequate in the past may not be sufficient in meeting the challenges of the future. The most important step forward will be in its passage of humanitarian journey, philosophical and Cultural Revolution, and shift of thinking has to take place. This is how SLRCS chooses to tackle its work in this shift of paradigm to attain sustainability.

The following model demonstrates the programming capacity of the SLRCS before 2005 and links it to the opportunities that were offered by the Tsunami recovery programming to reach a new and increased capacity. The model demonstrates the volume of SLRCS core programme operations in terms of its annual financial value.

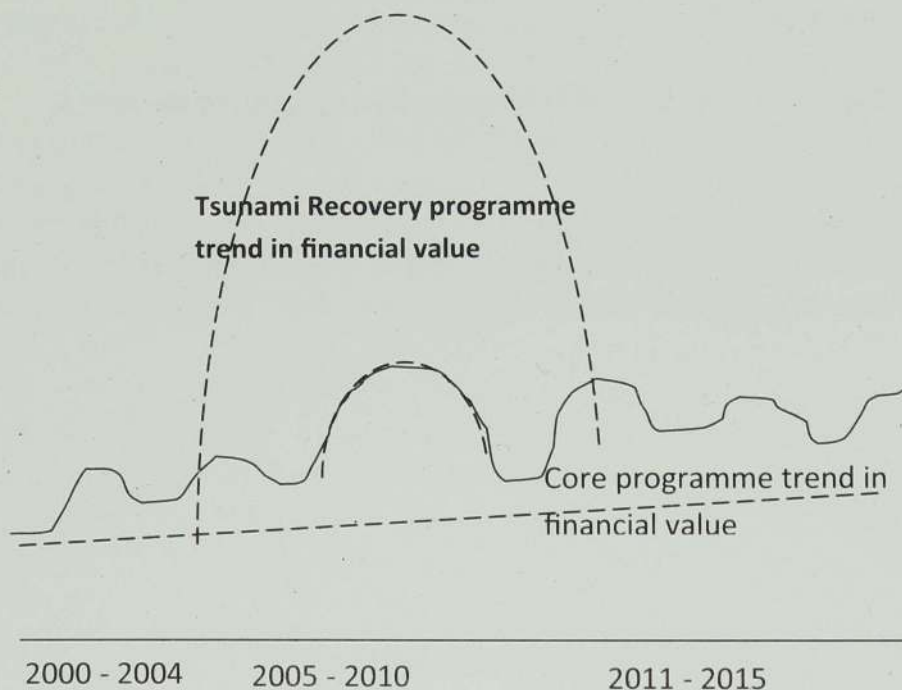


Figure 11: Core Programme Trend of SLRCS

8.2 Re-Engineering Process

SLRCS has recognized the critical and timely importance of its process re-engineering in order to apply lessons learnt from the past and to face present and future challenges. SLRCS is in its effort of re-designing 'an organizational process', systems and structure to achieve dramatic improvement in its performances. SLRCS would be in a position to provide efficient and quality humanitarian services to vulnerable communities, capitalizing on emerging opportunities provided through the process of re-engineering as well as through its unique position in Sri Lanka and in the global arena.

Re-engineering process is not only about downsizing, rightsizing, restructuring or re-organizing, automation, and new technology etc. It is the examination and change of the following components of the SLRCS organization in order to make use of limited resources productively to execute its mission and to attain its vision with the available opportunities with enhanced capacity:

- Governance value
- Structure
- Strategies
- Systems
- Management style
- Staff and volunteers
- Operational modality
- Co-ordination mechanisms
- Organizational values and culture

In implementing the FYDP, the process re-engineering will be accelerated and it will provide more radical changes for efficiency and effectiveness of programmes to ensure quality and sustainability. Through PR organizational functions, NHQ, branches, divisions will be analyzed to understand the status and performances of governance mandate, general management, operations, human resource management, accounting and finance, audit, fund mobilization, research and development and PMER.

The process of the transition could only be achieved by careful adherence to its master plans, provided the aspects of the overall change management strategy are well understood and supported by all levels of SLRCS and its multi-stakeholder partners.

8.3 Sustainability and self reliance

The SLRCS plans to be self reliant in funding the longer term sustainability of its core operational services, facilitating regular volunteer activity throughout the territory by 2013. Towards this endeavour, a Support Service Recovery (SSR) is mandated from all programmes. In the event of any funding gaps for meeting SSR, it will be compensated through surplus earned through income generation which will be planned at branch and national level to maintain its support service mechanism.

In case of surplus funding being available out of the proceeds of income generation and fundraising, a base fund will be maintained with the SLRCS in order to sustain support service structure to meet eventual funding gaps, thus making use of the fund for humanitarian programmes as co-financing, to attract donor funding.

National Society Organisational model and structure -01

Under this scenario, SLRCS will maintain minimum staff structure with the assumption that there will be minimal external support to provide its mostly basic humanitarian services. SLRCS has estimated that it has the capacity and strategies to implement LKR 200 Mn worth of services to communities and to hold a commitment of up to LKR 15 Mn worth support service cost per annum within this framework. Figure 15 shows minimum core staff structure for SLRCS.

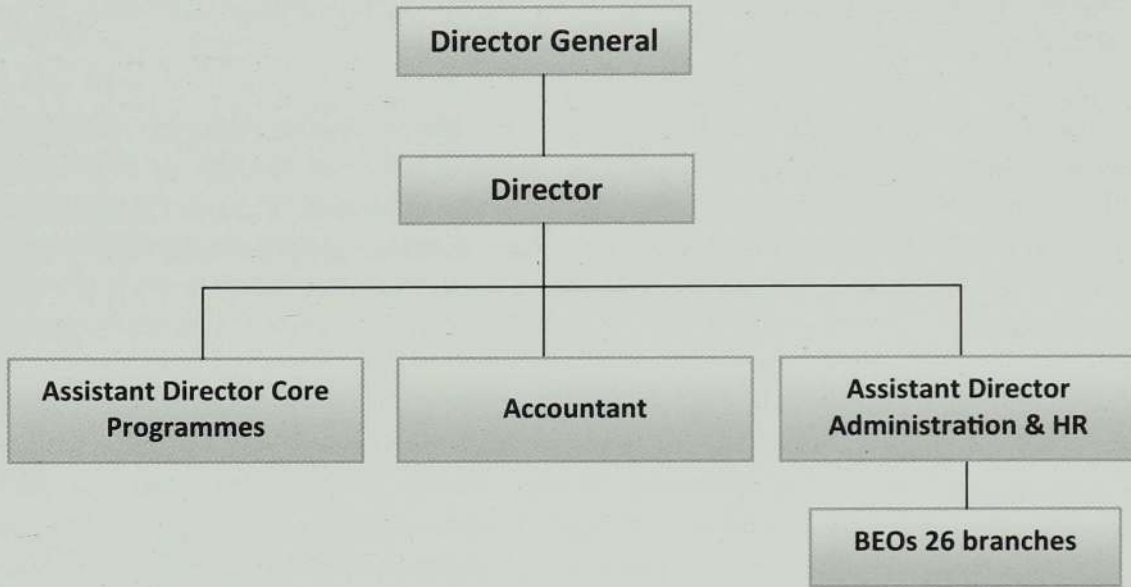


Figure 12: Minimum core staff structure

National Society Organisational Model and structure -02

With the availability of PNS technical and financial co-operation, SLRCS will be able to manage its humanitarian services with optimum results. Under this option, the FYDP provides a target of 100M CHF from 2009 – 2013 to serve vulnerable communities. Once total pledges for the FYDP have been received, a total budget and an appropriate organizational model and structure will be developed and modified accordingly. The following is the potential management structure:

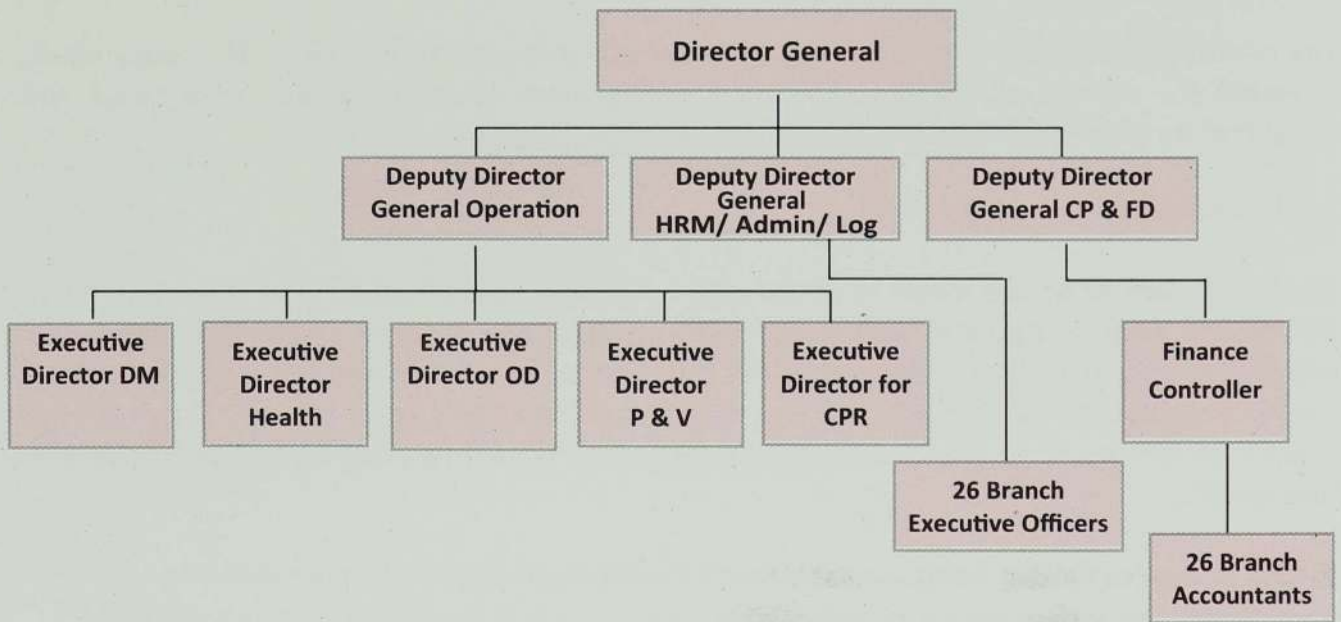


Figure 13: Existing Management Structure to run average 10Mn CHF annually

8.4 FYDP Performance Review

The SLRCS will appoint High Level Advisory Committee (HLAC) which will facilitate the CGB in taking policy decisions in the implementation of the FYDP including monitoring, reviewing, and evaluating. The HLAC will guide the management on how to execute the FYDP. The HLAC will propose donor principles, operational modalities, co-ordination mechanisms, structural adjustments, PMER mechanisms and human resource performance appraisal strategies in order to ensure the successful implementation of the FYDP. The HLAC of the SLRCS will comprise of two representatives who will be appointed by the CGB, a program consultant, a HR consultant, and Chairman Finance Commission, Representatives from Federation, ICRC and PNSs and other technical experts as appropriate will attend as observers. DG will attend all meetings representing overall management.

9.0 Partnership, Co-ordination and Operational Modalities

9.1 Partnership Principles

Code of Good Partnership (the 'Code') of RC/RC sets out principles and standards of behaviour in partnerships to which components of Movement committed to the Code are bound and against which their performance will be monitored. This Code of Good Partnership defines principles and standards of behaviour with which National Societies, the International Federation and the ICRC and their staff and volunteers should comply. The aim of the Code is to strengthen partnerships within the Movement in order to work together more efficiently and effectively. Partnership between the Movement components is a relationship formed to pursue a common goal. The Code applies to all Movement components when they work in partnership. It recognizes that synergies are gained through combining the strengths of different partners and having shared individual responsibilities. It is a practical tool contributing to an improvement in the performance of each Movement component and therefore, benefiting the most vulnerable populations. The following are the code of good partnership principles of RC/RC:

Principle One: Respect Vulnerable People

Respecting the needs and dignity of vulnerable people is an integral part of all our activities.

Principle Two: Live Diversity and Cultural Sensitivity

Diversity, cultural awareness and sensitivity are keys to working in partnership.

Principle Three: Ensure Integrity

Integrity enables good partnership and effective programming.

Principle Four: Work together as Partners within the Movement

Working in partnership is a collective and individual responsibility strengthening all components of the Movement.

Principle Five: Co-operate with Actors outside the Movement

Co-operation with actors outside the Movement is sought when it improves the lives of vulnerable people and upholds the fundamental Principles of the Movement.

Within the above code of good partnership framework, SLRCS will identify future partnership approaches, operation modalities, co-ordination mechanisms etc. beyond the launch of the FYDP on 19th June 2009 and on completion of partnership principles brainstorming session of the Movement stakeholders at in country.

10.0 Financial Outlook

Total Estimated Budget	Available Funds	Funding Requirement
<i>DM</i> CHF 42,552,783.00	<i>DM</i> CHF 7,525,532.00	<i>DM</i> CHF 35,027,251.00
Health CHF 35,076,487.00	Health CHF 3,684,101.00	Health CHF 31,424,743.00
OD CHF 25,642,219.95	OD CHF 4,025,033.00	OD CHF 21,617,186.08
P&V CHF 5,292,272	P&V -	P&V CHF 5,292,272.00
Total CHF 108,563,761.95	Total Available CHF 15,234,666.00	Total Requirement CHF 93,361,452.08

NB. Budgets include 7% Support Service Recovery (SSR) and 5% Contingency

Movement partners will be requested to commit at least CHF 50 million of the total funding requirement. The National Society will approach donors and partners outside the movement to fund the balance. The preferred split in allocation amongst movement partners would be at least 40% multi-laterally through IFRC, 40% bi-laterally and 20% from ICRC.

Fundamental Principles

Humanity

International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavors, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavors to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.



Sri Lanka Red Cross Society

3rd Floor, 307 T. B. Jaya Mawatha, Colombo
10, Sri Lanka

Tel: +94 11 2691095, 5347000, 5357000, 5367000
Fax: +94 11 2695434, 5335263

