




STRATEGIC PLAN

2015 - 2017



Message from the President

Our world is changing..

In this changing world it is vital that we stay on course and ensure the services we render to our people is of highest quality and to the best of our ability. Hence I am presenting to you this Strategic Plan 2015 - 2017 that will be re-sharpen our path in the next three years.

I am sure this plan will direct our National Society towards our vision and also to be in a strong position within Sri Lanka and in Asia.

This is a collective effort of the Sri Lanka Red Cross Society and our stakeholders in deriving the strategic direction for the Society, in line with the RC Movement Strategy & in country frameworks. Furthermore the strategic plan reaffirms the objectives Sri Lanka Red Cross Society's constitutional objectives. Our aim is towards excellence and to reach new heights in the island via our response and services to the most vulnerable.

This plan would not have been possible without the assistance and support received from various individuals representing every corner of the Society. I take this opportunity to thank them for making these valuable contributions.

This plan was prepared under my leadership and the guidance of the Central Governing Board. A core technical team was then formulated with the support from the Director General, Tissa Abeywickrama and Deputy Director General Sudath Madugalle; which included Indu Abeyratne (Snr. Programme Manager, SLRCS), Akshy Athukorala (Programme Manager, SLRCS) and Sujith Shiroman (Snr. Programme Manager, IFRC) for the development of this plan. The team has performed commendable and worked hard, day in and day out for last twelve months to collate, analyze and compile information and to publish self-produced plan for the Society.

I also would like to thank the Senior Vice President, Bharatha Jonikku Hewa and the National Secretary, S. H. Nimal Kumar and all other members of OD Subcommittee of SLRCS for their invaluable contribution throughout the planning process. Also I appreciate the support of Haritha Wedathanthrige (External Consultant), who helped to formulate the initial structure of the Plan; John Gwynn (IFRC Zone Office, Kuala Lumpur) who guided us from the inception; Colin Fernandes (IFRC, South Asia Regional Office) and IFRC country delegation.

Finally, to all contributors for their energy, passion, and commitment, and I believe this dynamism will keep the momentum of the Society towards a sustainable humanitarian action in future.

Jagath Abeysinghe

President - Sri Lanka Red Cross Society

Abbreviations

CBDRR	Community Based Disaster Risk Reduction	IHL	International Humanitarian Law
CBHFA	Community Based Health and First Aid	I/NGOs	International/ Non-Governmental Organizations
CBSL	Central Bank of Sri Lanka	MDGs	Millennium Development Goals
CCF	Community Contingency Fund	MOU	Memorandum of Understanding
CGB	Central Governing Board	MoENR	Ministry of Environment and Natural Resources
CSR	Corporate Social Responsibility	NDRT	National Disaster Response Team
DDRT	District Disaster Response Team	NFRI	Non-Food Relief Items
DM	Disaster Management	OD	Organizational Development
DREF	Disaster Response Emergency Fund	PCRPP	Post Conflict Recovery Program
DRR	Disaster Risk Reduction	PMER	Planning Monitoring Evaluation and Reporting
FA	First Aid	PNS	Partners National Societies
FYDP	Five Year Development Plan	RC	Red Cross
GDP	Gross Domestic Production	RMS	Resource Management System
GoSL	Government of Sri Lanka	SLRCS	Sri Lanka Red Cross Society
HRD	Human Resource Development	SWOT	Strengths Weaknesses Opportunities Threats
HRM	Human Resource Management	TNA	Tamil National Alliance
ICRC	International Committee of the Red Cross	UNDP	United Nations Development Program
IDRL	International Disaster Response Law	UPFA	United Peoples' Freedom Alliance
IFRC	International Federation of Red Cross and Red Crescent Societies	WF-BRE	Way forward – Beyond Re-engineering
IGP	Income Generation Projects		

Chapter 1 : Introduction

1.1 Purpose of the Plan	1
1.2 The Planning Process	1
1.3 Structure of Strategic Plan	2

Chapter 2 : Background and Context

2.1 Background	4
2.1.1 SLRCS Re-engineering Process	4
2.1.2 The Way Forward Beyond Re-engineering process	5
2.2 Context Analysis	6
2.2.1 External Environment at a Glance	6
2.2.2 SLRCS Position in Developing Context	10
2.2.3 Stakeholder Relationship	12
2.2.4 Opportunities and Challenges	12

Chapter 3 : Strategic Direction

3.1 Strategic Aims and Enabling Actions	18
3.1.1 Strategic Aims	18

3.1.2 Enabling Actions	22
------------------------	----

3.2 Cross-cutting Implementation Approaches	26
---	----

3.2.1. Building Community Resilience	26
--------------------------------------	----

3.2.2 Institution Development and Organizational Strengthening	27
--	----

3.2.3 Intensifying Communication and Resource Mobilization	28
--	----

Chapter 4 : Implementation Strategy

4.1 Institutional approaches	30
------------------------------	----

4.2 Managing Human Resources	31
------------------------------	----

4.3 Managing Financial Resources	31
----------------------------------	----

4.4 Monitoring, Measuring Success & Reviewing	32
---	----



"SAFE WATER SAV

SRILANKA RED CROSS SOCIETY

සුදුසු ජලය සුදුසු ජීවිතයක් වෙහෙරිකොටුවේ සිටින සියලුම ළමා

Chapter 1

Introduction

1.1 Purpose of the Plan

Taking into consideration the dynamic changes in both internal and external environment during the recent past, the Sri Lanka Red Cross Society (SLRCS) has ventured its strategic direction for the next three years (2015 to 2017). The overall achievements of the preceding Strategic Plan (2009-13) and Five Year Development plan reveal a positive but mixed organizational performance. Thus the year 2014 is considered as year of transition to new strategic plan of 2015-17. Thereby coverage period of 2009-13 strategic plan has been extended up to end of 2014 leaving room to implement remaining activities of 2009-13 strategic plan. Efforts made over the last five years have been mainly based on the inflow of international donor funds and resources; hence it is identified that the SLRCS needs further development in its Human & Physical resources and Systems to meet the varied challenges evolving in the external environment. Thus the SLRCS is urged further investments and to a commitment to a strategic direction to achieve “sustainability in its service delivery”.

The Strategic Plan 2015-17 is expected to make a platform for converging diverse efforts of the SLRCS and build synergy amongst internal stakeholders in deriving a pathway for the SLRCS to become the leading humanitarian service provider in the country.

1.2 The Planning Process

The process to develop Strategic Plan 2015–2017 was launched in May 2013. A technical team was appointed to facilitate the process under the directive of CGB and a desk review was done to initiate the process to review achievements of Strategic Plan 2009-2013 and the FYDP. The methodology of the Strategic Planning process, budget and timeframe has been developed and agreed through discussions between the CGB and the technical team. Several consultation meetings and workshops were carried out with volunteers and members of the governance of Units, Divisions and Branches, and some of the staff of SLRCS. Stakeholders’ consultations were also carried out concurrently through separate meetings. During the planning process the technical team had number



of review meetings with OD Subcommittee for guidance and directions. A comprehensive analysis was performed using standard tools to formulate the Strategic Plan 2015-2017.

The drafts of the Plan were shared with branches and the Organization Development (OD) Subcommittee, and comments were incorporated. The Final version of the plan was presented to the senior governance for consent and the strategic plan 2015-2017 was approved by the Central Governing Board (CGB) subsequently.

1.3 Structure of Strategic Plan

The SLRCS' Strategic Plan 2015-2017 comprises of four chapters. The chapter two describes the background and context in immediate and broader environment in which the SLRCS operates. This chapter depicts the current situations, stakeholder relationships with SLRCS, local and global trends, opportunities, challenges and strategic issues pertaining to the mandate of the SLRCS. Strategic direction of the SLRCS is described in third chapter. Organizational vision, mission, strategic aims, enabling actions, expected impacts and Cross-cutting implementation approaches are explained in this segment. The fourth chapter describes on how the SLRCS will execute the Plan and its strategic guidance for implementation. Further it elaborates on the physical and human resource development and also on the financial resource management for 2015-17 period in achieving the vision of the SLRCS.



Chapter 2

Background and Context

2.1 Background

The Sri Lanka Red Cross Society has been operating to respond to humanitarian needs over the last seventy eight years. The tragic Indian Ocean Tsunami occurred in 2004 devastating a large part of Sri Lanka's coastline caused many deaths, many IDPs and destructions to properties and creating vulnerable communities, where the SLRCS responded and assisted affected communities through its volunteers and staff with relief and recovery support. The three decade long conflict resulted IDPs and vulnerable communities, in every occasion the SLRCS has responded with relief support to the affected people. Since the end of the conflict the SLRCS has engaged in recovery interventions and initiating action in late 2009 the SLRCS launched the Post Conflict Recovery Program to assist the affected communities in rebuilding their lives.

The SLRCS has recognized the preparedness for coping with disasters as an important role, and is committed towards providing humanitarian service and human development in achieving Post 2015 Development Agenda of the International Federation of Red Cross and Millennium Development Goals (MDGs). However current organizational capacity is insufficient to ensure island-wide preparedness for coping with disasters.

The SLRCS played a pivotal role during the post Tsunami relief and recovery operation. The organizations operational structures were swiftly scaled-up to deliver the Post Tsunami programs. It also provided substantial opportunities for capacity building in

the program areas. The SLRCS was able to develop its management capacity, skills of staff and physical resources at national and especially at district branch level through the post tsunami recovery operation. However, the donor funded projects of post Tsunami recovery operation started to phase out from 2008 and officially ended in 2010. The SLRCS governance leadership emphasized two questions in 2008; (i) Has the SLRCS harnessed the full potential with sudden scaling up of programs? (ii) Will the SLRCS be able to continue such programs once the post tsunami operation is over? The leadership had foreseen a crisis looming in the SLRCS with the ending of the massive post tsunami operation. Consequently, a need arose within the organization to prevent the looming crisis and build a sustainable organization through a radical change. In this critical transition period, the SLRCS has intended to right size its management structure aiming to ensure a strong sustained organization and refocused for further capacity building along with organizational stability.

2.1.1 The SLRCS Re-engineering Process

Previous Strategic Plan and FYDP 2009-13 were developed in 2008 targeting possible RC/RC donor support and long term partnerships. However half way through the implementation of these plans, RC/RC Partner National Societies (PNS) were phasing out and the SLRCS recognized the gravity of the situation. Hence in 2009, the SLRCS embarked on the Re-engineering process which was described in the FYDP for an organizational change which enabled to manage the

transformational rather than an incremental change effectively and efficiently after the completion of the post tsunami projects. Thereafter, the SLRCS provided more emphasis on the re-engineering process which completely focused on self-funded service deliveries at the grass root level. The Re-engineering process consisted with two distinctive phases; Phase 1 - changes towards governance and management excellence, Phase 2- actions towards good to great. Wherein 2010, a significant management structural change was implemented. Subsequently in late 2010 a 180 day intensified capacity building program was introduced which focused on a new era - new attitudinal change.

2.1.2 The Way Forward Beyond Re-engineering Process

Presently the SLRCS is at an important juncture to take forward some vitally important reforms it has implemented since the launch of the re-engineering process in August 2009. After moving through two distinct phases of re-engineering process and based on the results achieved, in late 2012 the SLRCS launched an innovative concept called “The Way forward - Beyond Re-engineering” (WF - BRE). There were 36 recommendations resulted from the Re -engineering process in 2009. Of these recommendations some have been implemented while others are partially implemented and the rest experienced lack of clarity during implementation. The period from 2013 to 2015 is considered as the period for “WF-BRE” requiring a strategic guide for the SLRCS to become the leading

sustainable humanitarian service provider in Sri Lanka. This innovative process is comprised of: Building further emphasis on eliminating dependency attitudes; Building better image through strategic partnerships and network; Capitalizing local fund raising opportunities for continuous service delivery and establish a monitoring, reporting, evaluation and rewarding mechanism.

However considering, achievements in the last few years, the changing context, challenges and gaps in organizational capacities, the SLRCS focuses to address the following through the SLRCS Strategic Plan 2015-2017:

- a) Provide enabling environment for the SLRCS for continuous service delivery with better image, clear mandate, adequate resources and systems
- b) Build strong communities to reduce risk and cope with disasters and promote peaceful co-existence
- c) Deliver on its commitment on achieving the International Federation (IFRC) Strategy 2020: “Saving Lives, Changing Minds by doing more, doing better, reaching further”

The Strategic Plan 2015-17 is expected to create a platform to perform effectively and efficiently in achieving its vision by putting together current

strengths and innovative way forward beyond re-engineering process over the next three years.

2.2 Context Analysis

Understanding its environment is very critical to the SLRCS in developing the Strategic Plan for next three years. Thus a comprehensive SWOT analysis was accomplished together with governance, volunteers and staff representing all branches and CGB in understanding the current status of the SLRCS. Also the current context of the country was analyzed by an extensive reference of secondary information available widely. Further the external outlook and future trends were revealed with extensive consultation with national and international technical experts. The collated information has been further analyzed using recognized methodologies, and contextualized and rooted in matching with SLRCS domain in formulating its future direction.

2.2.1 External Environment at a Glance

The context of external environment of the SLRCS has changed significantly over the recent past and it is also important to note those changes. Presidential and Parliamentary elections have been conducted in 2010 and the country currently has political stability. Since the end of the conflict in 2009, the GoSL has resettled large number of the displaced people and have started many programs to bring back normalcy to the war-torn areas with the support of many partners. These efforts are focused to re-establish public services, infrastructures development, rebuilding of houses and

reinstating income generating activities of returned displaced people. Many of them have returned to areas that were destroyed due to the war. In the post-conflict situation in strengthening the long-lasting peace, the GoSL has taken steps in implementing the appropriate recommendations of the Lessons Learnt and Reconciliation Commission (LLRC) with the support of key bilateral and humanitarian partners. For the first time Northern provincial council election was conducted in 2013.

Since 2009, Sri Lanka has been identified as one of the fastest growing economies in the world. The gross domestic output was US\$ 64 billion as of 2012 and gross domestic production (GDP) value was US \$ 158 billion. It has recorded 8.3% of GDP growth in 2011 (Annual report 2012, Central Bank Sri Lanka). The World Bank has reported that poverty in the estate sector has comparatively dropped due to government policy of increasing wages. However, poverty groups are not limited to a single geographical area of the country. As an example following are four districts indicating very high poverty rates; Batticaloa (20 percent), Jaffna (16 percent), Monaragala (15 percent) and Badulla (13 percent), and similarly in most other areas too, there is significant poverty rate (Country partnership strategy, World Bank, 2012).

Thus despite the positive macro-economic indicators, there are still many people who continue to live below poverty level, and are vulnerable to communicable and non-communicable diseases, extreme weather events, homelessness and are struggling to earn their

daily meal. Also, unemployment rate is high among the youth and women and is even higher among graduates. More than half of the working population works on the basis of daily paid and a large proportion of them is in the informal sector (Economic and social statistics of Sri Lanka 2013, CBSL).

Youth unemployment remains a critical issue for policy makers, youth themselves and their families in Sri Lanka. Unemployment rates in the age group 15-19 years was 20% in 2010 and in the 20-24 age group, 19%. Female unemployment in this age group is also higher than male unemployment (Sri Lanka National Youth Policy, 2013).

Agricultural lands in Northern Province are once again been cultivated in double shift due to no security threats or restrictions to work. The services in relation to tourism sector have enhanced due to increased tourist arrivals pursuant to the end of the conflict (growing 54.2% in 2013 over 2009, Tourism Development Authority, Sri Lanka). Continuous efforts are required to increase investment and raise productivity to sustain a strong growth. Thus improvement in the investment climate will be necessary to achieving sustained growth through domestic private sector investment and other foreign investment too. However, productivity improvement will be a crucial factor since declines of working age in the workforce in the future.

The GoSL has aimed to increase Sri Lanka's integration into the global economy in a competitive manner. A demand driven process on skill development is being adopted specially on information technology, English

language, and soft skills to cater for evolving demands in labor market (MahindaChintana, Vision for the future of Sri Lanka, 2010). It is important to note realigning public policies and spending; ensuring opportunities for all Sri Lankans to benefit from economic growth, ensuring appropriate resource allocations, focusing the opportunities and impacts of the positive demographic transition to all are still key challenges.

Sri Lanka has a population of little over 20 million. Life expectancy at birth is currently 74.9 years. More than 67% of the population is in between 15 to 64 years old and as a result the country has a larger proportion of the population as labor force at present (Economic and social statistics of Sri Lanka 2013, CBSL).

There is a drastic decline in numbers at collegiate level (Grades 12-13) of 39.4% from upper secondary (grades 10-11) enrolment rate of 80.6% for all areas in Sri Lanka. The lowest enrolment rate for both levels is among the estate sector. Preparing young people for the world of work had been unfortunately narrowed down to simply teaching IT and English skills. Important other skills such as leadership, team work, critical thinking, communication skills; so called soft skills which cannot be taught in a classroom are remained to be inculcated through learning environment (National Youth Policy, 2013).

Sri Lanka is one of the first countries to promote universal health and education, gender equality and social mobilization in developing countries. United Nations Development Program (UNDP) has identified Sri Lanka as an early achiever on some of Millennium

Development Goals (MGDs) such as indicators of universal primary education and gender equality. It is also expected to achieve the goals of maternal health and HIV/AIDs. However, women's access to employment opportunities and women's nutritional status are remaining challenges.

Poor nutritional status of women is particularly severe in estate areas wherein low body mass index is nearly 48%, compared to 23 % of rural areas, and 12 % in urban areas. Poor nutritional status of women reduces the woman's own quality of life as well as her earning capacity and the health of her children (Country partnership strategy 2012, World Bank). It was reported that 22 % of Sri Lankan children below age five are underweight. The malnutrition is still persisted even though the GDP per capita has increased and which indicates the complexity of the problem. A combination of actions on healthcare, food security, water and sanitation, attitude and behavioral changes is required in addressing malnutrition. Alcohol consumption was extensively higher among estate sector people. According to Demographic and Health Survey data, 40% of the estate sector families were regular users of alcohol. Regular alcohol consumption in the estate sector significantly impacted wellbeing of women and children of family units (Well-Being and Social Policy Journal, Vol. 8 Number 1 – Institute of Policy Studies, Sri Lanka).

Several cases of major physical and psychological abuse have been reported among women working abroad as Domestic Workers, though it is the largest source of foreign income to Sri Lanka. The Ministry of Foreign Employment Promotion and Welfare has focused its emphasis on skilled jobs for women and are working on providing skill



development training programs for women and much work is yet to be done in this area.

The World Bank has reported that demographic transition in Sri Lanka will have dramatic impact on education, health and the economy. There will be 61 dependent per 100 adults by 2036. This reveals a very small number of employed persons will need to provide for a large number of non-working people in the society. The health system will need to emphasis on non-communicable diseases such as injuries, mental health problems, and provide rehabilitation and long-term care for the elders. The capacity of health sector will need to be built to address non-communicable diseases associated with a more urban lifestyle (e.g. chronic conditions like diabetes and traffic accidents) and with an older population. Improved road safety, better control of air and noise pollution will be important aspects in addressing issues of demographic transition. Even though the access to free public health services is available there are numerous inadequacies such as inadequacy of medicine, medical equipment, lack of skilled technical human resources.

At least seven people die every day due to fatal road accidents in Sri Lanka (www.sundaytimes.lk/110501/News/nws_19.html and www.sundaytimes.lk/110501/News/nws_19.html as per Deputy Inspector General – Traffic, Sri Lanka Police). Most of the accidents occur when drunken driving, negligence of pedestrians and motorists and unfavorable road conditions (Police Department website, Sri Lanka). Reducing of these fatalities could be achieved through influencing road user behaviors by enacting required legislations, supervising driving schools, improving drivers' trial testing, promoting insurance schemes, devising educational programmes on road safety in schools and carrying out public awareness campaigns.

World Risk Report, published by United Nations University in 2011, rates Sri Lanka's vulnerability to natural disasters as medium and

Unemployment rates in the age group 15-19 years was 20% in 2010 and in the 20-24 age group, 19%.

Women's access to employment opportunities and women's nutritional status are main gender challenges.

Smoking of tobacco products among teenagers and adults are reported 12 percent and 27 percent respectively.

Capacity of health sector needs to be built to address non-communicable diseases associated with a more urban lifestyle.

World Risk Report, published by United Nations University in 2011, ranks Sri Lanka at 65th position (out of 173 countries rated)

There will be 61 dependent per 100 adults by 2036

susceptibility index at 29.49%. Prior to the 2004 Asian Tsunami disaster, Sri Lanka experienced mostly weather-related hazards, resulting floods, landslides, cyclones and droughts. Monsoon-associated landslides occur mainly in the districts of Badulla, NuwaraEliya, Ratnapura, Kegalle, Kandy, and Matale district.

Vulnerabilities to natural hazards are related to physical, environmental and institutional weaknesses. These could be due to poor land use patterns, unplanned human settlement developments and construction practices and which have significantly contributed to being vulnerable to weather related hazards leading to unsafe conditions resulting highly vulnerable communities. It further enhances due to recurrent patterns of practices including encroachments into flood plains and substandard construction on unstable slopes. Poor natural resource management such as depletion of forests and mangroves, coastal erosion, siltation, and inadequate water and water-shed management have further exacerbate the impacts of natural hazards. It is anticipated that changes in demography and climate, the continuation of unsound environmental practices and development patterns may increase frequency of disasters and losses from disasters.

High urban population density and rate of urbanization as well as continuous efforts to improve living standard in the country has been placed a great pressure on environmental resources. Ministry of Environment and Natural Resources (MoENR) of Sri Lanka has identified five major environmental problems: land degradation,

waste disposal, and pollution of inland waters, loss of biodiversity and depletion of coastal resources.

Deterioration of coastal resources particularly in the Western and Southern coast is one of the main environmental concern and priority area. This is mainly due to increase of erosion and population pressure on the coastal resources. It has been induced by unsustainable practices such as tiger prawn farming, sand-mining, collection of coral, and removal of coastal vegetation. Soil erosion is a severe hazard in highlands of the country. Landslides are a constant threat to people living in fragile areas.

Environmental pollution is another rising problem in the country. Higher usage of agrochemicals, inorganic fertilizers and agro processing by products are leading causes for soil, air and water pollution in many parts of the country and has caused Chronic Kidney Disease (CKD) to the agriculture farmer communities in North Central province and is seen rapidly spreading to other parts of the country (Journal: college of community physicians, Sri Lanka, Volume 17, No. 01, June 2012). To address the water pollution number of activities is promoted such as, improved sanitation, persuade farmers to reduce the use of agrochemicals in agriculture and encouraging industry to install water clean technology. Solid waste management is another growing problem in urban and industrial areas since system for collection and disposals are very weak in local authorities. This issue has been further intensified by increasing amount of electronic waste due to embracement of e-technology. In addition most



of communities are not practicing sorting of waste, safe disposal methods, recycling of waste, use of waste to produce compost due to lack of understanding and these are not incorporated into day to day life.

Thus the a need of significant actions from community based organizations to support to mitigate further deterioration of the environment and even to come up with collective measures to install sustainable approaches have become a significant fact.

2.2.2 SLRCS Position in Developing Context

Presently, the SLRCS has a diverse membership base island-wide. It includes different membership categories which represent all age groups in the society. Trained multi-skilled volunteers including youth members lead service deliveries at the grass

root levels. The branch network and governing bodies have are embraced with different caliber personalities having diverse professional backgrounds.

The organization has a positive image and recognition among the general public and promotes its role as an auxiliary to the public authorities in the humanitarian field. Well-developed institutional systems which include policy frameworks, management manuals and guidelines currently enforce efficient and effective program deliveries.

The SLRCS is reasonably resourced currently with skilled, qualified and experienced personnel. However recruiting and retaining skilled and qualified staff has become a serious challenge due to the financial constraints and thus do experience a high rate of employee turnover. Strategically located branch building network in the country enable smooth implementation of humanitarian assistance. In addition, available emergency management equipment and other assets have helped to recognize the SLRCS as an important actor at ground level. The WF-BRE process is driving the SLRCS to reach self-sustainable status addressing community needs whilst increasing its credibility in the country.

However, there are still many areas to be further improved for better organizational performance. The organizational mechanism should be strengthened on defining auxiliary role to the GoSL with a clear mandate in humanitarian services. Further on image building, physical resource and assets management system, management structure and human resources

development, standards of financial management system and beneficiary engagement in program should be strengthened too. Institutional framework on resource mobilization has to be developed along with technical know-how for income generation project management to raise funds for humanitarian activities and also grant proposal development to address issues within communities.

Knowledge on the SLRCS constitution, rules & procedures, principles and values, need improvements at all levels and specially amongst the branches, divisions and units. Beneficiary engagement also needs to be enhanced more on need analysis, design, feedback, and evaluations. Promotional approach on volunteerism is currently not as systematic, and the retention and improving capacities of volunteers. In addition, youth development & engagement framework is also to be taken into consideration.

2.2.3 Stakeholder Relationship

Partnership is a key aspect of the SLRCS approach in humanitarian assistance. The SLRCS works with a wide range of partners and provide support to public programs, public facilities; including ministries, departments and public services. Many of its activities involve joint action with main components of the Red Cross and Red Crescent Movement; IFRC, ICRC, PNSs. The SLRCS has recognized importance of strong partnerships at the local level to acquire thorough understanding of the situation on the ground and the needs of various communities.

Current stakeholder relationships of the SLRCS reflect a mixed status. The national and district level relationship with the GoSL authorities has been extremely good. Ministry of Health, public health authorities, blood bank and health officials do engage with the SLRCS in various public health promotions. The SLRCS implements safer school program, tree planting campaign, Red Cross junior circle activities in collaboration with Ministry of Education in selected schools. However the relationship with ministries and relevant authorities has to be further strengthened. Recently the SLRCS has been identified as a key player assisting to the GoSL's disaster management plan especially in disaster response, preparedness and risk reduction initiatives. The SLRCS has taken some initiatives with Ministry of Environment and Natural Resources to promote adaptive mitigation measures on climate change leaving space to incorporate more into country's action plan.

A tripartite agreement signed between Sri Lanka Foreign Employment Bureau, the SLRCS and the "The Finance Company" on providing First Aid training and Restoring Family Links services to people who leave for foreign employment. However stakeholder analysis has revealed that the SLRCS needs to strengthen its relationships with National Youth Council, universities, vocational training institutes, local government authorities, police department in program implementation focusing youth development, environment protection programs, road safety interventions as well as abuse prevention which needs attention. There are very few initiatives taken

jointly with private sector under Corporate Social Responsibility stream in addressing identified social issues. Also the SLRCS has to enhance its participation in joint humanitarian interventions with UN agencies and I/NGOs.

2.2.4 Opportunities and Challenges

Taking into consideration the aforesaid facts in a wider environment, the present prevailing situation in the areas of health, social protection, environmental pollution, disaster response and prevention, could be used to improve youth and skill development and fund raising activities for the SLRCS to expand its programming horizon as a national organization in assisting the communities affected in such mentioned conditions.

There are many people who still live in poverty being vulnerable to malnutrition, communicable and non-communicable diseases; extreme weather conditions and consequences of climate change and poor livelihoods. The capacities of established government mechanisms are still inadequate to address all the issues of these vulnerable communities. Therefore through the auxiliary role the SLRCS could extend more and better services to the public authorities in serving those communities.

Malnutrition and diseases at communities are to be addressed by contributing through various means such as providing required healthcare facilities, supporting to ensure the food security, improving water and sanitation facilities at community level, and

facilitating for behavioral changes in communities through awareness and promotion of humanitarian principles and values.

Recent community observations and engagements have revealed that the general public has a high interest to learn First Aid which enables the SLRCS to reach-out to them by providing such trainings to prevent road accidents and other medical emergencies.

Sri Lanka is vulnerable to negative effects of climate change and recurrent floods caused by the heavy rains and other extreme events. Amongst other disasters Flooding has impacted the most on the Sri Lankan economy, mainly due to infrastructure and agricultural losses, and human casualties. Therefore it is still a challenge to Sri Lanka's susceptibility in facing further flooding and landslides. This is further exacerbated by the rampant deforestation in the upper catchments and unplanned urbanization.





The prevalence of weather-related hazards such as seasonal floods, landslides, cyclones and droughts has increased in recent past. Therefore, preparedness to disaster response, taking prevention and mitigation measures are very important in vulnerable areas to ensure the safety of the lives and livelihoods of those communities.

Apart from communities vulnerable to natural hazards,

dengue outbreak and chronic kidney disease (CKD) are becoming acute problems in many areas in the country. Road traffic accidents have also been a rapidly growing problem in the country. Multi-stakeholder collaborative efforts and actions are essential to prevent dengue, chronic kidney disease and improve the road safety. Social protection network is to be strengthened and further engagement to prevent domestic/child abuses is an important aspect in achieving social protection.

Environmental pollution is an important concern in the country and many pollution issues are associated with soil, water, air and natural resources. Higher usage of agrochemicals, inorganic fertilizers has resulted in soil, air and water pollution in many areas in the country. Agro-processing and other industries have contributed to pollution in different ways in both urban and rural areas. Solid waste management is also a mounting problem in urban and industrial areas. Thus, demand for actions to control environmental pollution in urban and rural areas is continuously rising within the communities.

Skill development for youth is important aspect in addressing the issue of unemployment. Demand for skill development programs is high among the youth. Various avenues are to be created through skill development trainings which may attract youth and professional volunteers. Accreditation of training programs can be formalized through Tertiary and Vocational Education (TVET) Commission to make more benefits to finding career opportunities and advancement for youth and professional volunteers.

Peaceful environment, rapid infrastructure development and economic progress in the country has been able to open new avenues to expand the scale of the SLRCS' service delivery throughout the country and build new partnerships with potential entrepreneurs especially at district level for fund raising and income generation, but not limiting the importance at national level. Developing new partnerships with private sector actors for their CSR projects will mutually benefit both

and achieve long term sustainability. Opportunities can be found in tourism, value chain interventions on waste management, green environment and other business ventures to provide services and make income generation initiatives through youth/volunteer/community engagement.

There will be newer challenges in the SLRCS operations in next three years. Local communities are not much aware on the SLRCS identity, legal status, and humanitarian principles and values. There is a negative perception on I/NGO activities in the minds of general public, and some mistakenly consider the SLRCS also as a I/NGO hence it may create a negative environment to carry out operations in a trustworthy and an effective and smooth manner.

It is difficult to manage high community expectation due to funding constrains. Volunteer contribution and retention is decreasing due to them finding jobs, business engagements and marriage commitments of the volunteers. Hence, retaining volunteers is to be given high consideration and attention in coming years. Entry of other service providers has made the humanitarian environment competitive in first aid service, school activities, environment protection, and youth development service. High quality service deliveries will be determined by their competitive positions among service providers and humanitarian organizations.





Chapter 3

Strategic Direction

The Strategic Plan 2015-2017 provides strategic guidance in operationalizing the mandates of the SLRCS whilst building capacity to sustain our action. Furthermore it provides a deliberate track in continuing with the momentum built by Way-Forward Beyond Re-Engineering process to become a sustainable organization addressing community needs. The Plan will guide the SLRCS to address the challenges revealed through the analysis of external environment and contextual changes in next three years by strong enabling actions. Further, the Plan provides a platform to prioritize and address prevalent local needs and vulnerabilities of diverse communities where SLRCS works, to create safe living and to build peaceful co-existence. Thus, the Plan incorporates the Strategy 2020 of International Federation and opportunities arising in expected socio- political and economic transformation within the country.

Vision

Safer and Resilient
Communities
live in peace and
harmony

Mission

Reduce risks, build culture of safety,
enhance coping capacities through
promoting volunteerism, strengthening
resource mobilization and reinforcing
Red Cross role through partnerships and
advocacy

3.1 Strategic Aims and Enabling Actions

3.1.1 Strategic Aims

Focusing on the ground needs, with consolidating the new direction and the progress made under Strategic Plan 2009-13; three mutually-reinforcing aims have been formulated for the next three years. The first strategic aim recognizes the SLRCS's mandatory role and renews the commitment to be the Sri Lanka's

leading actor in providing humanitarian services. The second and third strategic aims are to build on recurrent service deliveries to do more and to promote development by preventing and reducing the underlying causes of vulnerabilities.

Strategic Aim 1: Reduction of deaths, and damages to property & livelihoods through strengthened responses to recover from disasters and health emergencies.



The hazards in Sri Lanka vary from place to place; therefore, risk reduction measures have to be carefully tailored to suit requirement of the local areas rather than imposing single solution to all the areas as a blanket approach. Systematic disaster management modality is started with preparedness for early action by trained and organized volunteers. It also includes maintaining and pre-positioning contingency stock piles of essential supplies, and optimizing logistics and communications. Reliable early warning systems are instrumental for saving maximum number of lives, and protecting assets and livelihoods. Also the SLRCS will put major efforts to enhance its capacities as the prominent first aid service provider in the country aiming greater reduction of life losses and injuries. Early recognition of impending outbreaks followed by rapid

response is the mainstay of controlling communicable diseases. Maintaining knowledgeable and experienced human resources as well as equipment will no doubt support the government efforts in reducing mortality and further spreading of such diseases.

As the SLRCS is close to communities by assisting those who are at risk of disasters and building local and national response capacities is a key focus of the society. However, major disasters and crises can sometimes overwhelm even those who are best prepared. The SLRCS intends to collaborate with national authorities and other partners to do better and more towards saving lives and protecting livelihoods. Depending upon the specific requirements, the SLRCS recovery assistance aims to prevent further damage and loss, the restoration of family links, promote health and well-being restore livelihoods, and enhance food security. Recovery is to be carried out in such a way so as to rebuild more social inclusive communities and reduce vulnerability to impending disaster situation.

Expected impact from Strategic Aim 1:

- Reduced deaths, losses and other damaging consequences of disasters
- Effective preparedness capacities for appropriate and timely response to disasters and health emergencies
- Improved restoration of community functioning after disasters

Strategic Aim 2: Improved safe and healthy behaviors, reduction of increasing disease trends, and better practices to address climate change consequences



The SLRCS contributes in its specific role in strengthening community resilience towards sustainable development. Thus the SLRCS strengthens community's coping capacities by assisting people to be as healthy as possible and to prevent or reduce risks for better and safer living in a respectful environment with dignity. The SLRCS encourages comprehensive community actions to eliminate disaster risks wherever possible and to reduce the incidence and impact of disasters where primary prevention is not feasible.

Its health programs are intended to reduce individual and community vulnerabilities. Also, increased life expectancy, changing birth rate patterns, persistent gender inequalities together with social, economic and behavioral trends, have contributed to a

significant change in disease spreading patterns. The SLRCS seeks to expand its services where the most vulnerable communities would obtain both curative and preventive health services even at emergencies. Thus, SLRCS supports health authorities by enhancing basic skills in first aid, and sharing experience of proven prevention techniques to tackle vector-borne and other communicable disease conditions and also to promote voluntary non-remunerated blood donation campaigns.

Major drivers of disaster risks are extreme weather events and environmental degradation which impacts have been linked to climate change. The impact of climate change is on the rising front and therefore an urgent need has been arisen for the SLRCS to work to reduce the causes of climate change and address its negative consequences. The SLRCS will advocate government authorities as well as promote best practices on adaptive mitigations to climate change.

Expected impact of Strategic Aim 2:

- Reduced exposure and vulnerability to risks posed by natural or manmade events
- Better personal and community health, and more social inclusive public health systems
- Scaled up awareness and practices among communities to face climate change consequence

- ↳ Scaled up awareness and practices among communities to face climate change consequence

Strategic Aim 3: Increased Social cohesion, inclusions of disadvantaged groups and better integration of youth and women in social and economic roles



The most prevalent vulnerabilities arise not only from disasters and diseases but also from complex factors of human emotions such as grievances that are born out of discrimination, deprivation, unfairness, marginalization, inequality, , ignorance and poverty. Social integration stands for achieving a “society for all” in which every individual, each with responsibilities, has an active role to play. The SLRCS provides equal opportunities for all, irrespective of race, sex, class, age, ethnicity, caste, cultural background, political

opinion and religious belief or other social disparities.

Advancing the Red Cross Fundamental Principles and values will stand fall specifically to promote social cohesion, inclusion of people live with social disparities through all activities and services where youth and women will be given opportunities in social and economic roles.

Expected impact of Strategic Aim 3 :

- ↳ Improved community behaviors to respect diversity and human dignity
- ↳ Greater public acceptance for the fundamental principles
- ↳ Increased women and youth role in development
- ↳ Better integration of people with social disparities into their communities

3.1.2 Enabling Actions

Strong organization context is vital in achieving the vision of the SLRCS. Three strategic aims focuses on humanitarian needs realizing a safer community, thus four enabling actions have been identified in relation to the organization context to make an enabling environment in facilitating these strategic aims. These enabling actions preliminary guide for cross cutting organization development and capacity building interventions to be taken within core programs to be implemented.

Enabling Action 1: Enhance advocacy role to define the SLRCS auxiliary role to public authorities through the legal base and established clear mandate



The aforesaid auxiliary role will create more opportunities in providing humanitarian services to the vulnerable communities whilst maintaining the SLRCS impartial, neutral and independent status. The

SLRCS plays an important humanitarian diplomacy and advocacy role, to voice the needs of the most vulnerable and in development planning.

Strengthening the legal status of SLRCS by any necessary revisions to the legal status operating as auxiliary to government authorities in the humanitarian field. This specific and distinctive partnership is pursued through dialogue, cooperation, mutual understanding and respect. Hence, it will place best efforts to create enabling environment for the SLRCS, through appropriate legislation on its status, the proper use of the emblem, resourcing that is linked to humanitarian motives, and other support that facilitates effective functioning. The SLRCS advocates for legislation, development plans, health and disaster management strategies that are relevant and beneficial to most vulnerable people, to ensure they get the opportunity to make greater use of improved public services and expanded social safety nets.

Expected impact from Enabling Action 1:

- Stronger legal acceptance for the SLRCS with better protection for the emblem
- Well defined mandate for the SLRCS within country policy frameworks
- Widely accepted humanitarian role for the Sri Lanka Red Cross Society

Enabling Action 2: Establish strong volunteer and youth development mechanism with retention system



Voluntary service is at the heart of the SLRCS. Volunteers contribute their time and skills in the delivery of services to the most vulnerable when relevant.

The SLRCS is committed to improve the quality, standards, and capacities of the services of its volunteers and to retain the volunteers by creating more working opportunities for the volunteers. Also It is hoping to introduce a widely accepted volunteer resource management and development mechanism, and will provide volunteers with training, guidance, recognition, insurance protection, tools, and assist in developing local structures relevant to the tasks that they carry out. A special focus on youth is a vital investment, not only for today but also for the future. In their multiple roles as contributors and

acknowledging their skills as innovators, and peer-to-peer facilitators they young people are educated, enabled, enthusiastically empowered to be active in leading and participating in voluntary activities and in the governance, and services of the SLRCS. These are underpinned by well-established the SLRCS youth wing. The SLRCS also advocates for the widely accepted youth commitments in development engagements.

Expected impact from Enabling Action 2:

- Culture of voluntary service
- Improved volunteer resources management system is in place
- Greater youth leadership and opportunities to participate in community affairs
- Global recognition for the Red Cross youth on their future developments

Enabling Action 3: Improve organizational systems to ensure effective utilization of resources and efficient performance of the SLRCS



With the implementation of the SLRCS re-engineering process recommendations and vigorous process of way-forward beyond re-engineering has drastically changed the organizational thinking as well as the culture. Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of the change are achieved. The SLRCS intends to improve and adhere to its existing systems and also bringing new practiced, realistic and acceptable modalities to achieve organizational goals.

Development of effective systems and mechanisms are critical in successful organizational achievements. Planning, monitoring, evaluation and reporting

mechanism will immensely support to the SLRCS to implement its programs in more efficient and effective way whilst ensuring accountability. The SLRCS has initiated process on program management by “beyond re-engineering” initiative and seeks to further strengthen into an institutionalized PMER system.

As human resources are the key element of the entire humanitarian operation; a prominent focus will be given to enabling a positive Human Resource development environment for achieving success. The SLRCS will establish a Human Resource Development modality and Performance Management System to complement better performance and productivity through motivation. Addition to these the SLRCS will pay more emphasis on adopting practiced, realistic and acceptable systems that would enable improved financial and physical resources management of the SLRCS.

Expected impact from Enabling Action 3:

- Efficient and effective program implementation.
- Improved Human Resource Development
- Excellent environment and systems are in place for organization’s productivity, accountability and integrity.
- Advanced knowledge base for better solutions

Enabling Action 4: Establishing strong resources mobilization mechanism which ensures sustainable service delivery and build more strategic partnerships'



The SLRCS is committed to making a reliable cooperation with other acceptable entities in order to serve the needs of vulnerable people. Thus SLRCS enables service delivery with strategic partnerships, with international and national donors, including its Red Cross and Red Crescent partners, the GoSL authorities, civil society groups, professional networks and academic bodies, and organizations in the private sector. Simultaneously, the SLRCS aspires to meet its own organizational costs and implement core services delivered through its own efforts, and through appropriate partnerships utilizing its available resources. The emphasis for coming years will be on mobilizing local resources as much as possible to deliver services to vulnerable communities. Communicating

good examples on the positive changes made within the community with Red Cross contribution could be an underlying eye opening factors to attract local donors for their voluntary involvement in development.

The SLRCS also seeks to promote acceptable partnership frameworks and systems that will improve the fairness, harmonization, quality and accountability of humanitarian assistance. In our partnerships with the individuals and the donors, the emphasis is placed on community action that contributes directly towards meeting the needs of the vulnerable people through long-term results oriented arrangements where resources can be shared with the donors/partners. The SLRCS would engage with partnerships which may be at international, national, sub national or local level are guided by the Fundamental Principles.

Expected impact from Enabling Action 4:

- Strong working partnerships built with national and international organizations.
- Effective fund raising mechanism is established in accordance with the organization policies.
- Local resources are capitalized for sustainable service delivery.

3.2 Cross-cutting Implementation Approaches

Cross-cutting implementation approaches are focused on long range of strategies aiming to create an enabling environment and achieving strategic aims towards the SLRCS's vision. In this journey, the SLRCS has identified three main cross cutting approaches: Community Resilience Building, Institution Development and Organization Strengthening, and intensifying Communication and Resource Mobilization. The community needs will be addressed through these approaches while developing required organizational capacities, systems and networks in next three years.

3.2.1 Building Community Resilience

The SLRCS is adopting a holistic approach integrating traditional health programs such as prevention of diseases, health and hygiene promotion awareness, community based structure development and empowering, disaster preparedness and risk reduction to build safety and resilience of the most vulnerable communities within the country. The commitment for integration is clearly articulated under the institutional strategy described below. This approach mainly contributes in achieving Strategic Aim 1, 2 and 3 along with following strategies:

- Spreading awareness of a 'culture of safety' informing communities of potential risks (posed by natural and human-made hazards, poor hygiene, inadequate water

and sanitation facilities, food insecurity, climate change adaptations & mitigations and diseases) and measures that they can take for mitigation of the risks.

- Support communities to improve environmental and physical infrastructure through participatory and locally driven community-based risk management approach.
- Improve access to safe water and sanitation.
- Reduce malnutrition through home gardening and poultry farming, and support for other livelihoods opportunities.
- Promote growth monitoring for children under five, nutritious food preparation demonstration, home visits and education on nutrition.
- Reduce vulnerability to HIV and its impact through preventing further HIV infection, expanding HIV care and support and reducing HIV stigma and related discrimination.
- Build grass root level of the SLRCS structures: We build capacities of its divisions and units as an integral part

of communities to promote safety and resilience. Further the capacities to respond and recover from disasters is also be strengthened.

3.2.2 Institution Development and Organizational Strengthening

This is a well-integrated cross cutting area and serves as the hub in achieving the vision of the organization. Hence it basically delivers to fulfil all four enabling actions. The key components in this approach are: advocacy for the SLRCS incorporation law strengthening the auxiliary role of the SLRCS and the laws on protection of the emblem, volunteer and youth development, development and introduction of institutionalized planning, monitoring, evaluation and reporting (PMER) system, introduction of performance based management and rewarding system, upgrading HRM and HRD system, developing policy, guidelines and practices to improve logistic management system, introducing knowledge management and archive systems, promotion of acceptable partnership building, physical resource development & maintenance and introducing operational productivity enhancement and quality upgrading systems.

Streamlined WF-BRE system is introduced from 2014 onwards which is tailor made to district level needs and capacities. The key elements of the process are monitoring and recording of performance of branches pertaining to minimum targets established for First Aid services, blood donor recruitments, Shramadana (free

labour) campaigns for various community purposes, increasing membership drives, volunteer enrolment, volunteer capacity building, management, retention, appraisal and rewarding activities, fundraising and income generation activities, youth development programs, strengthening of the Disaster Response Mechanism, strengthening the Disaster Response Emergency Fund (DREF) or Community Contingency Funds (CCF). Furthermore WF-BRE includes SLRCS capacity to deal with migration issues with special emphasis on Restoring Family Links (RFL). In addition project management performance and finance bill settlement efficiency will be added to the WF-BRE criteria in 2015.



3.2.3 Intensifying Communication and Resource Mobilization

This cross cutting approach will have more emphasis on building the image and sustainability of the SLRCS. Thus it is focused on enabling actions 1 and 4. Further this sets out a pathway for better organizational communication through different mode of channels towards organizational positioning, establishing strong partnerships and effective fund raising.

The communication program consists of campaigning to position and further build image of the SLRCS using mass and print media, regular program updates to general public through websites, social media, print and mass media, publicity and supporting for documentation and donor reporting. A special focus will be given to the branding of the SLRCS, as this provides more strength to humanitarian services and shifting mind-share as a key humanitarian actor, with publicity beyond proximities of the country. Further building capacities on communication tools among branches will be given priority to enable branches to produce better communicating products and wider circulation in fund mobilization towards strong partnerships.

Resource Mobilization (RM) sector encompasses of resource mobilization mechanism, providing assistance for fundraising (FR) and income generation. This will have a further emphasis on donor reporting and partner relations and development, diversification of fundraising interventions and providing technical assistance on financial resource management.



Chapter 4

Implementation Strategy

Implementation Strategy

Systems and processes are key factors in the successful implementation of the Strategic Plan. Three primary processes have been identified in achieving goals of the Plan: 1. Clarify the Strategic Plan: the Plan will be clarified and explained in a way that people in the organization can support its implementation; 2. Communicate the Strategic Plan: roll-out the Plan, translating the organization's strategy to understandable and contextualized sound bites, which connects to the work of individuals, 3. Cascade the Strategic Plan: embed the strategic plan throughout the organization and get to the practical and tactical components of people's job.

Further, strategies are identified on institutional approaches, human resource development, financial resource management and coordination in efficacious implementation at the ground.

4.1 Institutional approaches

- i. We will strive to enact the SLRCS Incorporation Act through the parliamentary process and strengthen auxiliary (to public authorities) status in the humanitarian field and promote an advocacy and visibility campaign to promote the mandate within country's frameworks. Further, the SLRCS will utilize all possible mass media in building positive public image.
- ii. We focus on local fund raising for next three years in delivering humanitarian services pertaining to above strategic aims, hence the existing resource mobilization mechanism will be streamlined. In addition the SLRCS will also seek for external funding support to carry out programs leading to strategic aims and ultimately achieving the vision of organization through grant proposal writing which will be considered as an additional source.
- iii. We put special emphasis in advancing the first aid and disaster response systems and its existing capacities to become the prominent service provider whilst building community resilience at large. It is expected this move will create an avenue for qualified professionals to join the SLRCS as voluntary contributors whenever the services are required. Thus the SLRCS considers providing high quality First Aid training services in future.
- iv. More focus on introducing streamlined organizational structures with clear roles and responsibilities in order to optimize effectiveness and efficiency. All of these reforms will come as an integral part of Performance Management System and institutionalized Planning, Monitoring,

- Evaluation and Reporting (PMER) system of SLRCS.
- v. Branch twining process is encouraged to enhance capacities at branch level. Thus one branch will get the support from another peer branch which is performing well in any specific sector.
 - vi. Moving towards the Organization Capacity Assessment and Certification (OCAC) to improve the overall system with internationally accepted standards will position the SLRCS as a credible institution in the humanitarian arena. Within the OCAC process the SLRCS will shift into feasible information management system. This system will help leadership in making quick strategic decisions.

4.2 Managing Human Resources

- i. The existing human resource system will be upgraded by incorporating a Performance Management System. The system will also go hand in hand with performance based reward system and need based capacity building approach. Thus training and development, on the job trainings and learning from capable peers will be encouraged to build competencies and to motivate individual staff members.

- ii. Member and Volunteer development will be further strengthened and rewarding system will be established in appreciating quality services of volunteers. Also the SLRCS will put more emphasis to capitalize on professional volunteers and networks to be engaged in the SLRCS branch interventions and to explore more development opportunities for volunteers.
- iii. Priority will always be given on team building, coaching and mentoring while acknowledging individual contributions to motivate employees. Furthermore available tools such as Fed Net, e-learning platform, other e-learning courses, RDRT, IMPACT will be introduced in improving knowledge.

4.3 Managing Financial Resources

- i. Operational budgets are developed based on the integrated and harmonized operational plans in order to derive harmonized resource mobilization plans. Furthermore harmonized operational budgets are used to analyse budget deficits and fund mobilization to date.
- ii. Will pursue the process to have an organization wide accounting system to ensure efficient finance management adhering to Sri Lanka accounting

standards improving accountability.

- iii. A systematic auditing mechanism will include internal audits and annual external audit to meet Sri Lanka accounting standards and reporting.
- iv. A dedicated funding mechanism will be in place in meeting humanitarian needs evolving through emergencies.

implementation of the Strategic Plan and drive towards achieving desired aims. A three-yearly operational plan will be set out with detailed objectives and spending plans. The committee will use reports against annual operational plans to review progress and make necessary recommendations and reforms to realign the implementation. Hence there will be bi-annual and annual review of implementation of strategic plan in every year. Further, the progress will be reported reflecting economic impact in the annual reports and with a final report at the end of term.

4.4 Monitoring, Measuring Success and Reviewing

We intend to strongly monitor the implementation of the Strategic Plan aiming to assure that the SLRCS efforts are in line with plan during the period. The results which will be achieved would be aligned with quantified objectives while making necessary changes along the way and importantly providing the essential link between the written plan and the day-to-day operation of the business. Thus SLRCS will adopt PMER tools, techniques and best practices together with the required capacity building and individual mindset changes and organizational behavioral improvements.

Comprehensive monitoring and evaluation plan along with risk management strategy will be developed to monitor the implementation process. Thus, the current PMER system which has been implemented with WF-BRE process will be further streamlined on broader indicators in bringing an effective institutionalized reporting system to measure the success. Moreover, a monitoring committee will be established to oversee