

EMERGENCY APPEAL

OPERATIONAL STRATEGY

Sri Lanka | Complex Emergency




The Sri Lanka Red Cross Society (SLRCS) Colombo district branch volunteers conduct a household assessment in urban low-income areas to identify the most vulnerable people for assistance (Photo: IFRC)

Appeal No: MDRLK014	To be assisted: 500,000 people	Appeal launched: 07/06/2022
Glide No: CE-2022-000199-LKA	DREF allocated: 741,000 Swiss francs	Disaster Categorisation: Orange
Operation Start date: 16/04/2022	Operation End date: 06/06/2023	

IFRC Funding requirement: 28 million Swiss francs
Federation-wide funding requirement: 28.5 million Swiss francs
To assist: 500,000 people

TIMELINE

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- March 2022:** Civil society protests erupted across the country. Hundreds of protestors gathered around the president's residence demanding his resignation and that of his government. More than 50 people were injured and hospitalised.
 - 1 April 2022:** The government declares a state of emergency and curfew. Protests and rallies grow nationwide.
 - 16 April 2022:** The IFRC allocated CHF 691,002 from the Disaster Relief Emergency Fund (DREF) to support the SLRCS to provide assistance to 400,000 people.
 - 9 May 2022:** Protesters in Colombo and other parts of the country are attacked, and their camps destroyed by the prime minister's supporters. The violence resulted in 10 deaths, over 250 injured, 45 buses burnt and nearly 150 properties destroyed, mainly belonging to ruling party parliamentarians. The prime minister was compelled to resign. Over 1,500 people were arrested and over 900 detained for further investigations.
 - May 2022:** Sri Lanka's president declared a State of Emergency on 6 May 2022, the second time in a span of five weeks.
 - June 2022:** The IFRC issues an Emergency Appeal for CHF 28 million to support 500,000 affected people.

DESCRIPTION OF THE EVENT

Civil unrest and food insecurity were sparked by an economic crisis in Sri Lanka that has been building during the COVID-19 pandemic since March 2020. The pandemic, with all its containment measures, resulted in a rapid decline in foreign currency income primarily through Sri Lanka's adversely impacted tourism sector, worker and diaspora remittances, foreign direct investment (FDI) flows, and world trade.

As one measure to save foreign currency reserves, the Government of Sri Lanka (GoSL) limited the import of essential items. Protests erupted due to the resulting shortages, for instance of milk, dhal/lentil, locally produced vegetables, rice, bread, wheat flour, cooking gas, fertiliser, and fuel, and due to the very high increase in prices of these commodities. Medications and medical consumables were also in short supply.

In the first quarter of 2022, the GoSL was unable to import petroleum products such as diesel, petrol, coal, and other hydrocarbons used in thermal power plants. This resulted in long power cuts (even up to 13 hours a day), long queues at fuel and cooking gas stations for days, and disturbed schedules of public transport services. Between March-May 2022, the cumulative fuel price increase was 170 per cent. In addition, the shortage of essential food and household items continued to deteriorate.

Moreover, since the GoSL decided to limit the import of non-organic fertiliser from January 2022, homegrown agricultural product inflation increased to 24.7 per cent in February 2022, due to a shortage in production. By April 2022, food inflation in the country increased to 45.1 per cent from 29.5 per cent in March 2022. However, actual annual inflation estimated by Johns Hopkins University reached 132 per cent as of March 2022.

Besides the impact of the COVID-19 pandemic, the tourism industry, import production, and fishing industry were also severely affected by the X-Press Pearl ship disaster of May 2021, which continues to pollute the coastal and marine environments affecting livelihoods.

The shortages of food, fuel, and medicine turned months of protests into violence which killed 10 people and injured more than 250, as of May 2022. Sri Lanka's president declared a State of Emergency on 6 May 2022, the second time in five weeks. Protests and violence have continued to take place sporadically, even after a new prime minister was appointed on 12 May 2022 to lead the government.

Severity of humanitarian conditions

Food Security & Livelihood

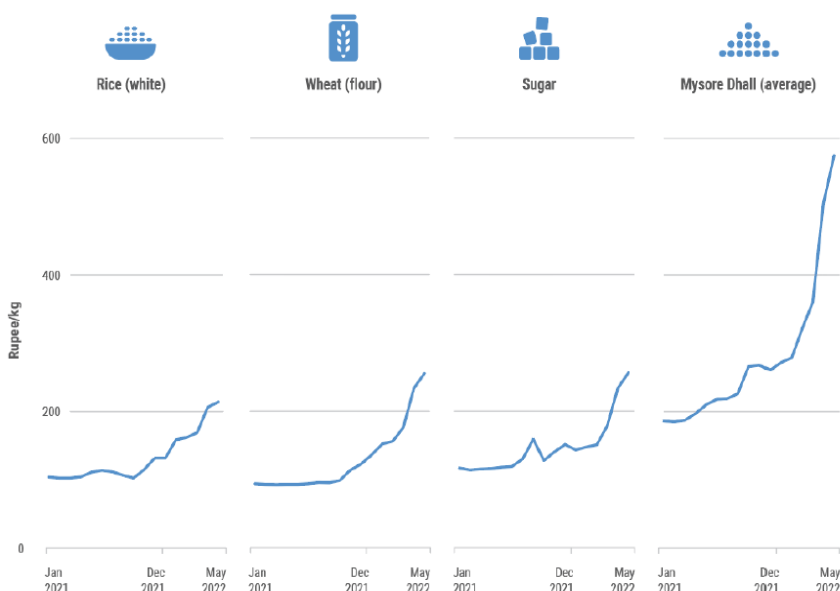
Sri Lanka is usually self-sufficient in rice and imports large quantities only when local production is not sufficient to cover the domestic needs. However, according to preliminary estimates, it is likely that paddy production losses may amount to 50 per cent of its production while maize losses are estimated at 65 per cent to 70 per cent. The cost of production for paddy crops has doubled in the recent past while farmers' access to fertilizers and financial resources, necessary to fund their agriculture activities, has collapsed due to the economic crisis.

According to FAO, In the 2022 calendar year, import requirements of wheat and wheat flour are forecast at a near-average level of 1.3 million tons. However, due to its insular nature, Sri Lanka is highly vulnerable to maritime supply chain shocks. The container shipping crisis remains in 2022. The progress made towards the end of 2021 is now reversed due to the COVID-19 resurgence in South-East Asia's main logistic hubs. According to SP Global, port congestion continues to significantly slow the circulatory movement of ships, containers, and other transport assets including chassis. This reduces the capacity, lengthens transit times, and forces much higher shipping rates. In addition, Sri Lanka is dependent on imports of wheat and fertilizers from Ukraine and Russia, currently at war. This provides additional constraints to Sri Lanka's capacity to import enough food and goods to meet internal demands.

The food systems, including its market system, have been disrupted country-wide and in all its components. This led to sky-rocketing inflation and prices for food and non-food items. For instance, the lack of animal feed has resulted in escalating costs of dairy, meat, eggs, and chicken. The lack of fuel has hampered marine fisheries activities, and coastal livelihoods, as well as other key industries and services such as transportation.

PRICE OF ESSENTIAL FOOD ITEMS (JUNE 2021 - MAY 2022)

Source: GIEWS/FPMA, FAO



According to WFP and UNICEF assessments, only 58 per cent of Sri Lanka households have an acceptable Food Consumption Score in April 2022 compared to 91 per cent in November in a context where severe food shortages are expected in the coming months. To cope with the current crisis, most households are relying on less preferred food, limiting portion size (83 per cent) and reducing the number of meals eaten in a day. The rural and urban poor, including migrants, are considered disproportionately affected while female-headed households are comparatively more vulnerable to food insecurity in the current context, due to being disproportionately impacted by the loss of income, food insecurity and general security.

The livelihoods of Sri Lanka's vulnerable households have yet to recover from the COVID-19 pandemic. For instance, most households with daily wages, among the most vulnerable population group, did not get their job back since the pandemic. According to World Bank projections, Sri Lanka's poverty rate is expected to increase to 11 per cent in 2022 compared to 10 per cent in 2019. According to UNICEF, most Sri Lanka households have used at least one negative coping mechanism within the last year due to income decrease. They have mainly contracted debts by borrowing and/or pawning belongings and/or sold assets.

Health

Sri Lanka usually provides free healthcare to its population where services may be provided by a diffused network of health care institutions, with hospitals providing outpatient and inward care.

The lack of foreign currency reserves by the GoSL has disrupted medicines and drug imports and supply chains. The government announced in April that there will be a significant shortage of medicines in the next three months since Sri Lanka imports nearly 85 per cent of its pharmaceuticals using foreign currency, and at least 5 per cent of drugs were out of stock by April with the situation likely set to worsen. Currently, about 140-150 types of medicines are out of stock and another 250 are in short supply according to the Sri Lanka Medical Officers Association.

Consequently, many hospitals are not able to perform critical surgeries due to a lack of essential medical supplies as well as continuous power cuts. Concerns have been expressed about the lack of common medicines used in anesthesia, including pain relievers, sedatives, local anesthetics, general anesthetics, inhalation gases, and intravenous agents. Elective surgeries are being cancelled to conserve medicines with some hospitals now forced to postpone life-saving surgeries too. The shortage of essential medicines and consumables is also limiting the availability and access to life-saving sexual and reproductive health (SRH) services as well as the National Blood Transfusion Service. Nutritional services offered by the government to pregnant and lactating mothers and children under five have been interrupted due to severe shortages of the “*Thripasha*” nutrition supplement.

In terms of access to safe drinking water, many water treatment plants are operating under a reduced capacity due to the lack of chemicals for water treatment and water testing. In addition, the increasing number of power cuts has resulted in a reduction in water-pumping hours. According to UNICEF, 84 per cent have access to safe drinking water, but this number is likely to decrease over time during the crisis. The most vulnerable households do not have direct access to safe drinking water and do not implement water treatment methods. Among the households that used to treat water instead, many have interrupted this practice due to the increase in fuel prices, especially cooking fuel.

Most Sri Lankan vulnerable households are currently unable to access basic health care and nutrition services, with a direct impact on their physical and mental wellbeing, including the risk of higher mortality rates among children under five, elders and individuals with specific needs.

Protection

The surge of negative coping mechanisms due to the economic crisis, coupled with the civil unrest events, have further exposed women, girls and marginalized groups to risks of gender-based violence (GBV), sexual exploitation and abuse (SEA), child marriage and other child protection issues. For instance, local authorities and civil society groups have reported an increase in domestic violence since the COVID-19 pandemic and there has been a 30 per cent increase in women joining the sex industry in Colombo since January, according to the Stand-Up Movement Lanka (SUML), the country's leading advocacy group for sex workers.

The entire education system in the country suffered due to the COVID-19 pandemic in 2020 and 2021. Increasing trends of protection concerns and psychosocial issues among children have also been reported. The current crisis further impacts children's access to education services: school attendance is recording the lowest level ever as inadequate public transport, the spontaneous blocking of roads by protestors and inadequate food supplies are preventing children and teachers to go to school. Adolescent schoolgirls' attendance at school is being negatively impacted by the unavailability and increased costs of hygiene materials, including sanitary pads.

CAPACITIES AND RESPONSE






1. National Society response capacity

1.1 National Society capacity and ongoing response

On 10 April, the SLRCS Colombo branch deployed trained first aid volunteers to provide their services around the protests by the Presidential Secretariat. The facilities are open 24 hours for anyone needing first aid. The

branches have been responding to the crisis with locally available resources, providing drinking water and food to people who are queuing for hours and days. The IFRC launched the DREF in mid-April focusing on the immediate needs of communities which includes multipurpose cash assistance to 4,000 people, First Aid, the setting up of First Aid camps, education, and WASH.

SLRCS' current response:

Thematic Areas		Details
	Cash Assistance	Beneficiary selection completed for 4000 HH around the country. As of now 1262 households have received the grant.
	Food Assistance	More than 10,000 HH have been supported so far.
	First Aid	Since April 9, almost 10,000 people have been supported with First Aid needs at the Camps
	Education	5000 children is planned to be supported with School Packs. Purchase Order has been issued. Deliveries are expected this week. Distribution will take place next week
	WASH	Procurement of 100 tanks completed. Already installed 100 tanks in 10 Districts. Reaching out to 400 people everyday by each tank support

The SLRCS has been closely monitoring the situation, mindful of its sensitive nature and the safety of volunteers. The headquarters has maintained close communications with the branches discussing options, preparedness, and contingencies.

The SLRCS is maintaining all branch networks on alert (25 branches in all districts of the country). Over 100 staff and 6,000 active volunteers are trained in disaster response and capable of providing relief in times of disasters/emergencies. National Disaster Response Teams (NDRT), Branch Disaster Response Teams (BDRT), and Divisional Disaster Response Teams (DDRT) are available at the national, district, and divisional levels. The SLRCS has also trained disaster response teams specialised in water safety, which has 150 active members. These members are well-trained in life-saving techniques to assist in rescue operations in times of need. Trained first aid volunteers are also available in all districts, ready for immediate deployment in the event of disasters for life-saving purposes.

With years of experience in CVA, the SLRCS has a pool of 25 CVA-trained personnel who could be deployed to set up and assist in the implementation of CVA activities. The SLRCS transfers cash assistance through beneficiary bank nominated accounts. In this operation, the SLRCS will be mobilising its CVA-trained National Disaster Response Team (NDRT) and Branch Disaster Response Teams (BDRT). To complement the National Society capacity, the IFRC will be deploying a cash surge in the country and is looking to hire a longer-term Operational Support team with CVA and livelihoods experience and support the required capacity to scale up.

The SLRCS will strengthen its capacity to scale up the two main components of the operation:

- Scaling up Cash and Voucher Assistance (CVA):** The SLRCS will use the EA to scale up the operation by employing an additional Assistant Manager with a cash background at the HQ level to support the operation. Each branch will have a Social Mobiliser/Field Officer to support the implementation of multi-purpose cash assistance and conditional cash support. Cash-trained BDRTs and NDRTs are available in most branches and further training will be provided to BDRTs and NDRTs where capacity gaps exist. Each branch will have 10 volunteers who will be trained on CVA. Existing CVA SOPs/Guidelines will be updated and translated into the two local languages. The SLRCS will use this operation to work towards becoming the leading player in cash in Sri Lanka and become an active

member of the UN-led cash working group as well. The SLRCS will utilise the expertise of the IFRC CVA delegate to strengthen the capacity of HQ and branches on cash preparedness.

- **Scaling up Livelihoods activities:** There will be two parts to this intervention: 1. Urban home gardening; and 2. Rural home gardening. The SLRCS will employ an Assistant Manager at the HQ level with an agriculture/livelihoods background to support this component of the operation, in addition to using the knowledge gained through the home gardening pilot project implemented in Kurunegala district as part of the Climate Resilient Integrated Water Management Project (CRIWMP) project supported by UNDP since 2018.

Urban and rural households will be selected in consultation with authorities and through branch assessments. The SLRCS will work together with the Ministry of Agriculture and the Department of Agrarian Services to provide technical support to beneficiaries.

1.2 Capacity and response at the national level

The SLRCS coordinates and exchanges information regularly on the situation and current needs with humanitarian actors, the MoH, and the Ministry of Education. On 4 April, the MoH requested assistance for medical supplies from the SLRCS. The GoSL will provide LKR 5,000 (CHF 16) in assistance to target the most vulnerable people as a short-term solution for the prevailing economic crisis. Local NGOs like Sarvodaya and St. Johns Ambulance and community-based organisations working with vulnerable women, people living with disabilities, and organisations representing marginalised groups, such as LGBTQ, are working along with the SLRCS in providing emergency medical care.

2. International capacity and response

2.1 International Red Cross and Red Crescent Movement capacity and response

IFRC membership

The SLRCS will implement the planned operation with the support of the IFRC, launching and managing the Appeal, and coordinating the international support to the SLRCS through the Emergency Appeal operation. This will include but not be limited to surge personnel support and services of the global supply chain management, as well as resource mobilisation, external communications and quality assurance. As there is no Partner National Society presence in Sri Lanka, IFRC with staff in country will add value in information sharing with the movement partners and external stakeholders. The IFRC Country Cluster Delegation (CCD) in Delhi and the IFRC Asia Pacific Regional Office (APRO) have been providing further coordination support on information sharing and resources.

Since the launch of the Emergency Appeal, several surge alerts for specific experts have been shared globally. Additionally, a team of IFRC technical experts from the APRO and CCD Delhi including Programme, Health, CVA, Partnership and Resource Development (PRD), and Communication was deployed to work on assessing the situation, a market assessment, developing the operational strategy, and developing communication materials amongst other tasks.

Participating National Societies such as the Singapore Red Cross and Qatar Red Crescent have also come forward in supporting the SLRCS bilaterally. SLRCS provided medicines to the Ministry of Health with financial assistance from Singapore Red Cross. The Red Cross Society of China (RCSC) has provided dry food items through the SLRCS, and the Qatar Red Crescent is coordinating with the SLRCS to provide hygiene packs.

ICRC

The ICRC has a country delegation in Sri Lanka. The ICRC also supports the Sri Lanka Police Department with training for its officers on community-oriented public order management linked to the use of force and firearms and on international human rights law. Having worked closely with the IFRC and ICRC, the SLRCS has close coordination with the two in-country offices. The ICRC is currently in discussions with the SLRCS on exploring the possibilities to provide assistance to respond to the crisis.

2.2 International Humanitarian Stakeholder capacity and response

The United Nations (UN) has launched a humanitarian flash appeal for three months and the Cluster system has been activated for food security, health, and cash. The World Bank and Asian Development Bank (ADB) are working together with the government to provide cash grants to Samurdhi beneficiaries, supply essential medicines, and supply chemical fertiliser to farmers for at least the next cultivation season. UN agencies involved in the response include UNDP, WFP, FAO, UNICEF, IOM, UNHCR, WHO, ILO, and UNFPA. Other agencies involved are World Vision Lanka, Child Fund, Save the Children, Sarvodaya (local NGO), Islamic Relief-Sri Lanka, and ACTED.

The SLRCS and IFRC engage with the UN system by participating in Humanitarian Country Team (HCT) meetings, Food Security, Health and Cash Cluster, and working group meetings. The SLRCS is looking to enhance its engagement with the private sector particularly concerning donations of medical supplies.

3. Gaps in the response

The UN estimates that there are 5.7 million people in need of humanitarian assistance and this number is increasing as the purchasing power of the families is rapidly declining due to the high inflation rate. The UN is aiming to target 1.7 million through the Humanitarian Needs and Priorities (HNP) appeal focusing on food security, livelihoods, health, and protection for three months. Other institutional donors like the World Bank and ADB are working with the government to assist Samurdhi Welfare Programme beneficiaries with cash grants as well as to support the government to supply synthetic fertiliser to farmers.

The government has appealed to countries to provide humanitarian assistance as there is a severe shortage of essential food, household items, and medicines. However, the assistance requested has not been forthcoming in adequate quantities. Significant gaps exist between the supply and demand for assistance and people continue to suffer pushing them to adopt negative coping mechanisms.

The IFRC Emergency Appeal will help fill some of the gaps and complement the UN and government efforts to provide emergency assistance and avoid catastrophic situations in the coming months.

OPERATIONAL CONSTRAINTS

Funding constraints will have serious impacts on the smooth running of the operation. Sri Lanka's ranking as a lower middle-income country may have an implication on allocating funds by some institutional donors.

Additional operational constraints include:

- The high inflation rate and scarcity of essential food and household items may have consequences on the functioning of markets and cash-based interventions.
- An inadequate supply of fuel will slow down the implementation of the operation and monitoring visits to branches outside the western province.
- Civil unrest, sporadic protests, and violence across the country will disrupt the movements of people including the sudden declaration of emergency law and curfew.
- Rapid depreciation and fluctuation of the local currency against the US dollar.
- The unstable political situation and sudden change in government.
- Disruption of public services as the government is already considering a four-day work week.
- The above-combined constraints may affect the National Society's capacity to smoothly operate and implement the operation.

FEDERATION-WIDE APPROACH

The Emergency Appeal is part of a **Federation-wide approach**, based on the response priorities of the Operating National Society and in consultation with all Federation members contributing to the response.

The approach, reflected in this Operational Strategy, will ensure linkages between all response activities (including bilateral activities and activities funded domestically) and will assist to leverage the capacities of all members of the Federation in the country, to maximise the collective humanitarian impact.

The Federation-wide funding requirement for this emergency appeal comprises all support and funding to be channelled to the Operating National Society in the response to the emergency event. This includes the Operating National Society's domestic fundraising ask, the fundraising ask of supporting Red Cross and Red Crescent National Societies, and the fundraising ask of the IFRC secretariat.

As the current crisis in Sri Lanka is evolving day to day, the plan is to mobilise support and resources from across the IFRC-wide network. The IFRC Secretariat has launched an emergency appeal on behalf of the SLRCS with a CHF 28 million budget to support the National Society in responding to this unprecedented humanitarian crisis, thus fulfilling its auxiliary role to public authorities in Sri Lanka. Participating National Societies have already responded positively to support the SLRCS either through the IFRC's EA or via bilateral support.

Among them, the Japanese Red Cross is planning to contribute CHF 38,000 to the Emergency Appeal, the Canadian Red Cross is contributing CHF 70,000 to the Emergency Appeal, the Singapore Red Cross is providing medicines valued at CHF 80,000, while the Red Cross Society of China is providing dry food items valued at CHF 193,000, and the Qatar Red Crescent is planning to contribute CHF 96,000 to support hygiene activities. The planned bilateral support from Participating National Societies is estimated to be CHF 500,000, although additional support is expected in the coming weeks and months.

The SLRCS, on its side, has launched its domestic fundraising campaign, although there is no estimated target for the time being. More information regarding the domestic fundraising will be available soon.

OPERATIONAL STRATEGY

Vision

This emergency appeal will help mitigate the current food insecurity brought about by the economic crisis and help people affected by the civil unrest in the country through integrated food security, nutrition, livelihoods, health, and education interventions targeting 500,000 affected people across Sri Lanka. The operation will contribute to the government's efforts to provide relief to poor people and cultivate two million home gardens by assisting low-income farmer communities to cultivate small plots of land through conditional cash grants. It will also contribute to the strategic vision and the country plan of the SLRCS of building the resilience of communities and enhancing the capacity of the National Society to maintain organisational readiness to respond to future disasters and crises. The support through the emergency appeal will build further the capacity of the National Society for a more sustainable approach from the emergency operation to the regular programming towards NS preparedness and response activities, merging with the country plan.

The operation will ensure that the most vulnerable and marginalised groups are able to meet their immediate basic needs with the provision of multi-purpose cash assistance for three months. The cash assistance aims to mitigate the depletion of household livelihood assets and reduce negative coping strategies. This response will also include nutritional food packages for pregnant and lactating mothers, school packages for students in poor schools in rural and urban areas, and menstrual hygiene packages for female students. Drinking water distribution at queueing hotspots like cooking gas outlets and fuel stations will continue and will be scaled up to accommodate food outlets as well. Support will be given to the health sector through the provision of medicines and consumables, providing first aid services and patient transportation, and helping to address mental health and psychosocial support (MHPSS) needs.

The operation will be especially focused on integrating Protection, Gender, and Inclusion (PGI) and Community Engagement and Accountability (CEA) aspects across all activities as well as in other community resilience-building initiatives of the National Society. Particular attention will be paid to the operational activities in Western,

Sabaragamuwa, Southern, and Central provinces where frequent floods and landslides occur during the northeast and southwest monsoon seasons. Therefore, immediate lifesaving activities will be prioritised and implemented in these geographic locations.

Anticipated climate-related risks and adjustments in operation

As Sri Lanka is one of the top countries vulnerable to the impacts of climate change, there will be risks arising from climatic and weather-related disasters during the operations. Floods, flash floods, landslides, cyclones/heavy winds, and droughts are frequently occurring hydro-meteorological disasters in Sri Lanka. Particular attention will be paid to the operational activities in Western, Sabaragamuwa, Southern, and Central provinces where frequent floods and landslides may occur during the northeast and southwest monsoon seasons. Therefore, immediate lifesaving activities should be prioritised and implemented in these geographic locations. Furthermore, civil unrest and sporadic violence in all parts of the country can add to the weather and climate risks exacerbating the situation and hindering the operation's progress.

The SLRCS will closely coordinate with the Department of Meteorology and the Disaster Management Centre to monitor weather and climate risks. The success of the home gardening programme planned under this operation will largely depend on the weather and climate conditions in the respective localities. The SLRCS will use the climate forecasts issued by the Department of Meteorology to help farmers to plan the cultivation and select suitable crops in close consultation with the Department of Agrarian Development.

Targeting

1. People to be assisted

Five hundred thousand people (52 per cent female and 48 per cent male¹); will be targeted in the operation which will include 15,000 pregnant and lactating mothers, 25,000 poor school children, 20,000 female students in poorer schools in urban and rural areas and 500 migrants from Pakistan, Iran, Iraq, Afghanistan, Turkey, and Myanmar. The needs of these migrants include psychological issues as some of them have been living in Sri Lanka for over eight years in exceedingly difficult conditions, facing a lack of basic food as they are not allowed to work, and lack of educational support for their children. Some of them are living in rented houses and since they do not have a regular income, they are struggling to pay the rent. The plan is to provide support to these migrants so that they can cover their basic needs, medicines, education, etc.

2. Considerations for protection, gender, and inclusion (PGI) and community engagement and accountability (CEA):

PGI risks were present before the current economic crisis and are now being amplified especially for women, girls, children, people with disabilities, etc. The impact of the economic crisis in Sri Lanka is being felt across all corners of the island. However, daily-wage earners, those dependent on micro, small and medium enterprises, the urban working poor and other communities living in poverty, and those who were already marginalised in society for their ethnic, religious, caste, gender, and sexual identities are more affected by the deepening crisis. Vulnerable groups who are discriminated against and isolated without much social support, such as low-income LGBTQ people are facing homelessness and destitution. The rising prices of essential items have depleted their cash on hand – and this is in the context of living on subsistence wages before the crisis.

The burden of a flailing economy invariably falls on women as the economic risks are pushed down and into the home sphere. Women are now faced with an exacerbated double burden of earning an income as well as managing their homes and increased unpaid care burdens in a context where both those domains are under immense stress. Mounting frustrations and fears about the uncertainty of living in a collapsing economy, experiencing hunger, and lack of basic comforts are all dealt with within the home, causing violence to erupt that is most often directed towards women and children. Domestic violence is increasing as a consequence of the stresses on the family. It has become particularly difficult for women who are already living in abusive conditions.

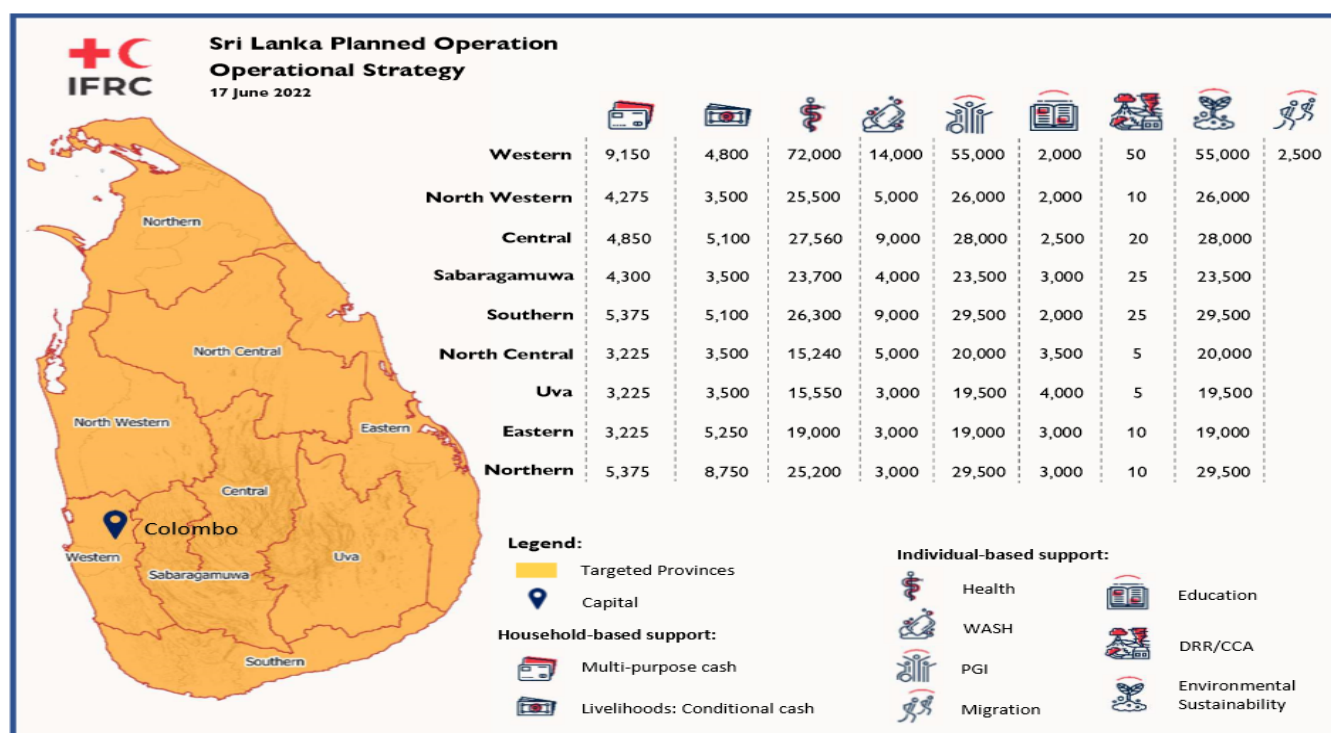
¹ source: Sri Lanka Department of Census and Statistics

Negative coping mechanisms during the crisis mean that women, girls, and marginalised groups are at further risk of gender-based violence (GBV), sexual exploitation and abuse (SEA), child marriage, and other harmful practices. Psychological distress, erosion of gender equality gains, and the reinforcement of existing power dynamics detrimental to women, girls, and other marginalised groups worsen. Women, children, the elderly and the sick, migrants in vulnerable situations, and victims of trafficking are disproportionately affected. District officials have reported a rise in domestic violence, while acknowledging that these incidents are often underreported, given the limited means to monitor them. Access to shelter facilities, health, and legal services for women are now hampered, as service providers are partially immobile due to limited resources and lack of fuel.

Protection agencies have monitored an alarming increase of high-risk child protection incidents including cases of sexual assault, physical abuse, and child negligence in Nuwara Eliya, Batticaloa, Moneragala, and Mullaitivu districts. The National Child Protection Agency (NCPA), the country's only operator of the child helpline (1929 ChildLine), where child protection cases are reported, anticipates an increase in incident reports in the coming months.


A CEA/IM training was conducted for staff and volunteers of the Sri Lanka Red Cross Society at the end of March 2022. Building upon that, the National Society has established national and branch-level telephone hotlines. These systems will be used for the operation and be expanded into the targeted communities.

Recently trained CEA volunteers will be mobilised for the context analysis to understand who has trusted influencers in the community, who makes decisions in the household, what communication channels individuals use and trust, and how they prefer to provide feedback to and receive answers from the SLRCS. These trained volunteers will also make sure communities have information about the operation, such as up-to-date operational details, when, how they can contribute, how the targeting was done, and suggested selection criteria. Based on this information, communities will be able to provide feedback. Communities will be involved in developing and verifying the selection criteria. Once finalised, the selection criteria will be widely shared with the communities, including those who are not going to receive services so that they understand the rationale and know who to contact in case there has been a mistake. During the implementation of the activities, communities will be provided with all of the required information about the operation, and feedback will be collected and answered (for instance, via volunteers using Kobos, or feedback desks. The hotline and face-to-face feedback collection will be collating cross-sectoral feedback that will be summarised and regularly shared with all active sectors through meetings or short reports. Post-distribution monitoring will be carried out to check community satisfaction regarding the services and how services were provided.



PLANNED OPERATIONS

INTEGRATED ASSISTANCE

	Livelihoods	Female: 130,000	CHF 11,907,000
		Male: 120,000	Total target: 250,000
Objective:		The livelihoods of vulnerable households are protected and restored. Nutritional conditions of pregnant and lactating mothers have improved.	
Priority Actions:		<ul style="list-style-type: none"> • Provide conditional cash grants to 43,000 vulnerable farmers to restart home gardening, who are unable to cope with the loss of agricultural production, and to keep close coordination with the GoSL agrarian services department including the provision of agricultural inputs. The cash grant is set at CHF 210 complemented with technical training in coordination with the GoSL. • Support 15,000 pregnant and lactating mothers, and children with malnourished conditions under the age of five through the provision of nutritional packages and dry rations based on contents approved by the Ministry of Health. • Provision of cash/food for three months for people staying in elderly homes, children's homes, and other marginalised groups. • Conduct a market assessment, post-distribution monitoring and analysis, and respond to livelihoods-related community feedback. 	
	Multi-purpose Cash	Female: 130,000	CHF 9,157,000
		Male: 120,000	Total target: 250,000
Objective:		Socio-economically vulnerable households have the ability to meet basic needs	
Priority Actions:		<ul style="list-style-type: none"> • Enhance the capacity of SLRCS staff and volunteers and train them specifically on existing cash standard operating procedures (SOP) and target population data management. • Consult and agree with the selection criteria of target households (through an inclusive and accessible community participatory process that includes marginalised groups). • Provide multi-purpose cash assistance to 43,000 households for three months whose income has declined due to loss of livelihoods, high food, and non-food inflation, to help increase their purchasing power and to meet their basic needs. A monthly cash grant value of 21,000 rupees (CHF 65) will be provided, which represents an estimated 60 per cent of the calculated monthly minimum expenditure basket following discussions with other humanitarian cash actors. An inflation-based cash transfer value will be applied, and the cash grant value will be adjusted based on the results of market monitoring. 	

- Conduct market assessments, post-distribution monitoring & analysis, and respond to cash-related community feedback.

HEALTH & CARE INCLUDING WATER, SANITATION AND HYGIENE (WASH)

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT / COMMUNITY HEALTH)


	Health & Care <i>(Mental Health and psychosocial support / Community Health / Medical Services)</i>	Female: 130,000	CHF 3,163,000
		Male 120,000	Total target: 250,000
Objective:	Essential drugs, medicines, and medical consumables are provided to clinics, hospitals, and the National Blood Transfusion Service (NBTS) through the Ministry of Health (MoH), with other support, including first aid and psychological first aid services, and MHPSS hotlines are provided for the affected population.		
Priority Actions:	<ul style="list-style-type: none"> • Launch a mobilisation table to seek in-kind donations from partners. • Liaise with the MoH on the current and developing needs related to essential medicines and medical consumables and engage with partners on the procurement of medicines as determined by the MoH. • Coordinate with the MoH, PNSs, and IFRC logistics to ship the supplies to the MoH Sri Lanka. • SLRCS volunteers to provide first aid at protest sites and in other areas as the situation evolves. • Establish the MHPSS hotline to support affected populations and psychosocial support to be provided to priority groups (link to CEA feedback mechanism). • Provide training to staff and volunteers to enhance their capacities to provide age and gender-sensitive support. • Increase blood donations through SLRCS blood drives and material support to the NBTS. • Support continuity of primary health care services. • Conduct health awareness activities (communicable and non-communicable diseases) using different communication channels taking into consideration the accessibility of the channels to diverse groups of people in the community. • Respond to health-related community feedback. 		
	Water, Sanitation and Hygiene	Female: 20,000	CHF 356,000
		Male: 35,000	Total target: 55,000
Objective:	Safe drinking water is provided for people queuing for fuel and other services and at hotspots, and sanitary needs of female school children are provided to increase school attendance.		

Priority Actions:


- Distribute safe drinking water at queuing hotspots (200 locations, approximately 200 people at each location providing roughly 500 litres every day for six months, i.e. approximate provision of 60,000 litres).
- Provide 20,000 teenage students from 150 underprivileged schools with 120,000 locally procured sanitary napkins, including training/orientation sessions on menstrual hygiene practices.
- Conduct awareness campaigns/cleaning drives/environmental sanitation activities.
- Respond to WASH-related community feedback.


PROTECTION AND PREVENTION

(PROTECTION, GENDER, AND INCLUSION (PGI), COMMUNITY ENGAGEMENT AND ACCOUNTABILITY (CEA), MIGRATION, RISK REDUCTION, CLIMATE ADAPTATION AND RECOVERY, ENVIRONMENTAL SUSTAINABILITY, EDUCATION)

	Protection, Gender and Inclusion	Female: 130,000	CHF 27,000
		Male: 120,000	Total target: 250,000
Objective:	<p>The SLRCS's capacity to integrate PGI across all response activities in the operation is strengthened.</p> <p>The SLRCS reaches the most affected populations through PGI mainstreaming and specific actions.</p>		
Priority Actions:	<ul style="list-style-type: none"> • Conduct child safeguarding risk analysis and develop an action plan to address development needs. • Train volunteers and key staff on PGI, including SGBV/VAC prevention and response. • SGBV and CP prevention and response resources mapped, referral pathways developed/updated, and disseminated through volunteers. • Provide technical support to NHQ to develop child safeguarding and PSEA policies. • Setting up child-friendly spaces (CFS) aimed at providing holistic support to children including safe child protection identification and referral. Appropriate training for volunteers to conduct CFS activities will be provided, including training in MHPSS. • Respond to PGI-related community feedback and link safeguarding risk analysis to a feedback referral system. 		
	Community Engagement and Accountability	Female: 130,000	CHF 25,000
		Male: 120,000	Total target: 250,000
Objective:	<p>Qualitative community feedback data to better understand community opinions are gathered and analysed. Standardised approaches for</p>		


	community engagement are in place to ensure meaningful community interactions.
Priority Actions:	<ul style="list-style-type: none"> • Integration of CEA in needs assessment, programme planning, implementation, and evaluation. • Conduct regular communication activities, set up community feedback mechanisms, and provide CEA training to staff and volunteers. • Sharing of findings with external partners, providing critical information to them on the humanitarian situation, and positioning the SLRCS as an important humanitarian information source.

 Migration	Female: 250	CHF 104,000
	Male: 250	Total target: 500
Objective:	Assistance is provided for refugees to meet their basic food and household needs.	
Priority Actions:	<ul style="list-style-type: none"> • Identification of migrants and their needs, together with UNHCR and relevant authorities, through assessments. • Address protection, gender, and inclusion issues throughout the planning and implementation process. • Procurement of food packs through a local procurement process. • Provide 500 unconditional cash grants and food packs to refugees who are in Sri Lanka to meet their basic food and household needs. • Ensure that migrants are included in the feedback mechanism (ensuring relevant languages and trusted channels are used). 	

 Risk Reduction, climate adaptation, and Recovery	Female: 60	CHF 21,000
	Male: 100	Total target: 160
Objective:	The SLRCS's capacity to engage in disaster risk reduction (DRR) and climate change adaptation (CCA) programming is strengthened.	
Priority Actions:	<ul style="list-style-type: none"> • Provide training to staff and volunteers on DRR and CCA. • Engage with the Climate Change Secretariat and Disaster Management Centre to implement the National Adaptation Plan (NAP) and National Disaster Management Plan, respectively. • Enhance the capacity of staff and volunteers on an Enhanced Vulnerability and Capacity Assessment (EVCA) and build community resilience through integrated programming. 	

 Environmental Sustainability	Female: 130,000	Integrated into the programme activities
	Male: 120,000	Total target: 250,000


Objective:	Environmental protection measures are in place to ensure the operation will not cause a negative impact on the environment and instead contribute positively to protecting the environment by protecting, sustainably managing, or restoring surrounding ecosystems.
Priority Actions:	<ul style="list-style-type: none"> • Create awareness of the negative impacts of damaging the environment, particularly when implementing home gardening activities. • Work, together with authorities, to carefully assess any potential damage to the environment and take measures to mitigate such damage. • Identify lands for home gardening and crops that can minimise the environmental damage. • Promote the Green Response principles and provide technical/policy guidance at each level of the National Society to increase the environmental sustainability of interventions by the SLRCS.

 Education	Female: 13,000	CHF 573,000
	Male: 12,000	Total target: 25,000
Objective:	School attendance of poor students is improved, and essential stationery items are provided.	
Priority Actions:	<ul style="list-style-type: none"> • Selection of poor and vulnerable children in rural and urban areas in close coordination with school authorities and local authorities. Identification of the most deserving children will be done through an assessment conducted by SLRCS branches. • Local procurement of school packs, including stationery items like pens, pencils, sharpeners, school bags, etc. Distribution of school packs for 25,000 children selected in the most vulnerable households of the ten poorest districts of the country's economically disadvantaged families. 	

Enabling approaches

 National Society Strengthening		CHF 2,266,000
Objective:	The capacity of the SLRCS to implement the operation is enhanced, including maintaining organisational readiness to respond to future disasters and crises.	
Priority Actions:	<ul style="list-style-type: none"> • Strengthen the capacity of the 25 district branch networks and SLRCS headquarters, including training of volunteers on required expertise to implement operations across the country. • Develop an SLRCS business continuity plan. • Develop/update SLRCS contingency plans. • Scenario planning exercises to be prepared for the potential expansion of the crisis. • Recruit required expertise for the operation. 	

	<ul style="list-style-type: none"> • Enhance the capacity of volunteers on safer access while the safety and security of volunteers will be ensured through the provision of insurance schemes and training on risk management. • Introduce the preparedness for effective response (PER) approach to senior management and the leadership of the National Society. • Conduct a PER self-assessment to identify the priority capacity needs of the SLRCS and prepare a plan of action/roadmap for the SLRCS to implement identified priority preparedness actions. • The SLRCS will mobilise its volunteers for the assessment, target population verification and selection, and distribution of school packs and sanitary napkins.
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 Coordination and Partnerships		Integrated into the other enabling approaches
Objective:	Technical and operational complementarity is enhanced through cooperation among the IFRC membership and with the ICRC. Engage the IFRC membership to ensure a well-coordinated response to this crisis.	
Priority Actions:	<ol style="list-style-type: none"> 1. Membership Coordination <ul style="list-style-type: none"> • Implement a Federation-wide monitoring and reporting framework to standardise monitoring and reporting and ensure accountability and transparency. • Develop a longer-term approach to membership coordination to allow for continuation and sustainability beyond the surge period. • Ensure strong linkages within the IFRC and the various offices involved in this response on membership coordination. 2. Engagement with external partners <ul style="list-style-type: none"> • Strengthen coordination and engagement with external partners. • Support the SLRCS to continue to engage with the UN system by participating in HCT meetings, Food Security, Health and Cash cluster, and working group meetings. • Conduct donor/ diplomatic roundtable in June with possible follow-up at month six in December 2022. • Regular individual meetings with donors/diplomatic community. • Periodic updates to external partners (and membership) on the humanitarian situation with information from surveys with affected populations (see CEA section). • Enhance engagement with the private sector. • Improve digital fundraising by expanding regular use of social media and contacts/ads with the diaspora media to drive donors to the existing online giving platform. • Engage with Risk Communication and Community Engagement/Accountability to Affected Populations (AAP) working groups. 	

	3. Movement Cooperation <ul style="list-style-type: none"> Ensure close cooperation with the ICRC as the civil unrest could escalate to violence and conflict.
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 Secretariat Services		CHF 426,000
Objective:	Strengthen the capacities of the secretariat in Sri Lanka to ensure the IFRC works as one organisation in providing coordinated support to the SLRCS, its volunteers and the communities it serves.	
Priority Actions:	<ul style="list-style-type: none"> The IFRC Sri Lanka country team and Country Cluster Delegation Delhi team will support the SLRCS in providing technical and support service staff as required to ensure accountability and compliance during the operation, including IFRC Rapid Response personnel. The IFRC will provide surge support in the area of Operations Management, Cash Coordination, and Strategic Engagement and Partnerships (SEP). The IFRC also plans long-term support for the Country team including Operations, Finance, and PMER based on the needs of the operation. The operational needs will be merged with the annual country plan for Sri Lanka in 2023. A Federation-wide approach will be set up and maintained in planning, implementation, monitoring, reporting, and evaluation. Reporting and monitoring of the operation will be carried out under the IFRC monitoring and reporting standards. Regular updates will be issued during the operation’s timeframe, including a final report. The operation monitoring teams will conduct field visits as needed and a final evaluation will be conducted to ensure accountability and effectiveness of the operation. Logistics services will be provided to effectively manage the supply chain, including procurement, customs clearance, fleet, storage, and transport to distribution sites under the operation’s requirements and aligned with the IFRC’s logistics standards, processes, and procedures. Looking to launch a mobilisation table to seek partner support for urgently needed medicines. The IFRC will provide the necessary support to the operation to review and validate budgets, ensure timely fund transfers, technical assistance to the National Society regarding expense justification procedures, and the review and validation of operational liquidations. IFRC security plans will apply to all staff throughout. Area-specific security risk assessments will be conducted for any operational area should any IFRC personnel deploy there; risk mitigation measures will be identified and implemented. All IFRC and Red Cross Red Crescent staff and volunteers are encouraged to, complete the IFRC Stay Safe e-learning courses. The National Society’s security framework will apply to their staff and volunteers through the operation. 	

Risk management

Risk	Likelihood	Impact	Mitigating steps
1. Increase in prices and inflation	Extremely High	<p>High</p> <ul style="list-style-type: none"> The entire population struggles to meet their living costs. SLRCS staff and volunteers also struggle economically – which may impact the retention of personnel. Operational procurement exceeds budget allocation. Greater demand for relief resources. 	<ul style="list-style-type: none"> Advocate and communicate with national authorities on market price policy-related regulations. Weekly to monthly market price monitoring. Adapt an inflation index-based cash transfer value to adjust the next round of cash grants value. Coordination with humanitarian cash actors.
2. Ongoing tensions continue to restrict SLRCS personnel movement and access to affected people	Medium	<p>Medium</p> <ul style="list-style-type: none"> Delayed implementation of the operation. Decrease in operational monitoring. 	<ul style="list-style-type: none"> Regularly advocate and communicate with local authorities to ensure authorisation to deliver humanitarian assistance. Keep donors informed on the challenges and potential operational delays.
3. Increase in insecurity, clashes, and violence that affect the operation as well as staff and volunteer safety (IFRC and SLRCS)	High	<p>High</p> <ul style="list-style-type: none"> Increased rate of displacement. Increased demand for operational resources. Delayed implementation of the operation; decreased movement of volunteers and staff. Implement remote working practices where feasible. 	<ul style="list-style-type: none"> Conduct security briefings to staff and volunteers, equipping them with SLRCS visible tools to increase visibility and dissemination of the Fundamental Principles of the Movement. Ensuring the dissemination of the SLRCS operation, the activities, its approach, including the methodology of selecting people to receive assistance to all stakeholders. For community-based activities, proper communication with the communities will be maintained to ensure access and acceptance.
4. Low donor interest or support for the emergency appeal	Medium	<p>Medium</p> <ul style="list-style-type: none"> Fewer activities implemented with less impact and lost potential. Reputational issues for the SLRCS and Red Cross Red Crescent. 	<ul style="list-style-type: none"> Consistent engagement by the SLRCS with Red Cross Red Crescent partners and external donors.
5. Unavailability of stocks in the local market due to the volatile situation within the country and international supply chain disruptions	Extremely High	<p>High</p> <ul style="list-style-type: none"> This will result in a change in the procurement process, from local to international procurement. An unplanned or late plan of international procurement may result in delays in expecting the goods, which 	<ul style="list-style-type: none"> Take into consideration the dual mode of procuring the goods, locally and internationally while sourcing the items. Early groundwork will save time just in case there is a need to switch the modality later on. Advocate the programme and operations team on early planning of the items required considering

		could upset the distribution plan or ongoing programmes planned for this operation.	the volatile situation within the country to ensure the procurement team has sufficient time to source out the best modality to procure the required items. <ul style="list-style-type: none"> Country Delegation to work with the government for pre-approvals/waivers to expedite and ease the importation formalities to the country.
6. In-Kind donation of medicines	High	High <ul style="list-style-type: none"> Delay accepting the donation due to strict quality assurance compliance for donations made through the IFRC. 	<ul style="list-style-type: none"> Preliminary discussions are to be taken place between the Country Delegation and IFRC Medical Logistics/Pharmacist on the Quality Assurance documentation requirements to expedite the donations verification. Quality Assurance documentation requirements to be shared well in advance with potential donors.

Quality and accountability

Efforts to ensure quality and accountability in this operation will continue to encompass a broad spectrum. This will include regular audits and programmatic and operational evaluations. An emphasis will also be placed on rationalising resources according to need whilst remaining flexible and adaptive to the dynamic complex emergency context. This will be part of the shared vision among the Red Cross Red Crescent Movement to consolidate, streamline and link common services or support that it currently provides.

Regular monitoring and evaluation of the programme will continue through a centralised data collection system that is used to produce SLRCS, IFRC, and Federation-wide products, including operational updates, pledge-based reports, and information management products such as monthly updating of the SLRCS complex emergency dashboard on the IFRC Go platform.

The SLRCS PMER process will be established and the National Society's capacity for this will be addressed through the development and application of relevant tools and monitoring processes to ensure compliance across the SLRCS. The M&E framework and Indicator Tracking Table (ITT) will be established at the early stage of the operation.

Additional staff will oversee programme quality and accountability of the operation. Clear roles and responsibilities across the different organisational levels will be established to improve PMER efficiency for the operation.

In regards to accountability to targeted communities, cross-cutting approaches of CEA and PGI will continue to complement and strengthen sectoral programming.

The following key indicators will be tracked.

#	Indicators: Livelihoods and basic needs
1	Number of targeted households that have enough <food, cash, or incomes> to meet their survival threshold.
2	Number of people reached with food assistance or cash for basic needs.
3	Number of people supported with livelihoods restoration and strengthening economic activities.
#	Indicators: Health and WASH Operations

1	Number of people reached by the National Society with services (clinical) to reduce relevant health risk factors.
2	Number of health volunteers trained to implement community-based health awareness activities.
3	Number of people trained by the National Society in first aid emergency services.
4	Number of people reached with emergency FA/clinical health care services during emergencies.
5	Number of people reached with emergency hygiene kits 2, IHKs 3, COVID prevention kits and dignity kits 4.
6	Number of people reached with community health risk messages, including hygiene promotion.
7	Number of people reached with mental health and psychosocial support.
8	Number of National Society staff and volunteer trained in MHPSS skills.
9	Number of litres of water distributed.
#	Indicators: Strategies for Implementation
1	Percentage of scheduled activities held according to plan and with minimum participation levels.
2	Percentage of active RCVs (targeted for response) with sufficient insurance coverage.
3	Percentage of active RCVs (targeted for response) equipped with sufficient protective items and equipment.
4	Percentage of recruited and inducted RCVs (for response).
5	Number of staff/RCVs skilled in the core communication area.
6	Number of key messages/statements to profile/safeguard the SLRCS response.
7	Number of staff/RCVs skilled in IM and data management.
8	Percentage of targeted pre-positioned items in priority location.
9	Number of RCVs staff trained in core DM areas.
10	Number of TS branches with emergency response capacity (equipment and fund).
11	Number of comms products and activities which effectively profile the National Society role and mandate (neutral and impartial).
12	Number of activities/forums reached with messaging on the role of the SLRCS and mandate to key stakeholders.
13	The operation demonstrates evidence of an effective and coordinated international disaster response.
14	Level and timeliness of technical and operational support mobilised.
15	Number of surge deployments.
16	Mechanism for effective response preparedness identified and implemented.
17	Number of people reached through risk communication and community engagement activities (in support of sectoral activities).
18	Number of volunteers trained for CEA.
19	Number of products produced for CEA activities.
20	Compliance achieved with fleet management and logistics processes to IFRC policies.
21	Number of activity reports produced that inform IFRC and National Society reflection and practice from this response.
22	Number of reports capturing a review from this operation.
23	Number of PMER trainings conducted.
24	Number of warehouses renovated.

² Sanitary napkin (2 pack), toothbrush (5), toothpaste, towel (5), bath soap, laundry soap, tissue (2 roll), detergent powder, steel cup for drinking (2), hairbrush

³ T-shirt (men), male longyi, towel, cotton, toothpaste, toothbrush for adult, bath soap, disposable razor (twin blade), tissue roll (2 ply), 100% native plant pulp, bag (red colour) with MRCS logo and message

⁴ Panties, sanitary napkin (2 pack), t-shirt, female longyi, brassiere, nail clipper, slipper, comb, shampoo (5 sachets), laundry soap, bag

FUNDING REQUIREMENT

Federation-wide funding requirement*

Federation-wide funding requirement including the National Society domestic target, IFRC secretariat and the Partner National Society funding requirement CHF 28.5 million	IFRC Secretariat funding requirement in support of the Federation Wide funding ask CHF 28 million
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*For more information on the Federation-Wide funding requirement, refer to section: Federation-wide Approach

Breakdown of the IFRC secretariat funding requirement



OPERATING STRATEGY

MDRLK014 - Sri Lanka - Complex Emergency

FUNDING REQUIREMENTS

Planned Operations	25,308,000
Livelihoods	11,907,000
Multi-purpose Cash	9,157,000
Health	3,163,000
Water, Sanitation & Hygiene	356,000
Protection, Gender and Inclusion	27,000
Education	573,000
Migration	104,000
Risk Reduction, Climate Adaptation and Recovery	21,000
CEA	25,000
Enabling Approaches	2,692,000

Secretariat Services	426,000
National Society Strengthening	2,266,000

TOTAL FUNDING REQUIREMENTS

28,000,000

all amounts in Swiss Francs (CHF)

Contact information

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Reference



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