




Students from disadvantaged families receive school packs with textbooks and stationery to support their learning. (Photo: SLRCS)

Appeal No: MDRLK014	To be assisted: 500,000 people	Appeal launched: 07/06/2022
Glide No: CE-2022-000199-LKA	DREF allocated: CHF 741,000	Disaster Categorisation: Orange
Operation start date: 16/04/2022	Operation end date: 06/06/2023	
Operational Strategy Revision	Revision #: 01	Date: 16/01/2022

IFRC Secretariat Funding requirement: CHF 28 million
Federation-wide funding requirement: CHF 28.5 million

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 allocates CHF 691,002 from the Disaster Response Emergency Fund (DREF) to support the SLRCS to provide assistance to 400,000 people.
 - 6 May 2022:** Sri Lanka's president declares a State of Emergency on 6 May 2022 for the second time in a span of five weeks.
 - 9 May 2022:** Protests escalate across the country resulting in deaths, injuries, and destroyed properties. The prime minister resigns.
 - 7 June 2022:** The IFRC issues an Emergency Appeal for CHF 28 million to support 500,000 affected people.
 - October 2022:** The IFRC, together with the SLRCS, commissioned an assessment of the humanitarian impacts of the current economic crisis.
 - December 2022:** Revision of the Operational Strategy based on Needs Assessment findings.

OPERATIONAL STRATEGY REVISION

The Operational Strategy, developed in June 2022, targeted 500,000 people covering the livelihoods, multi-purpose cash (MPC), health; water, sanitation, and hygiene (WASH); education; Protection, Gender, and Inclusion (PGI); migration and displacement, risk reduction, climate adaptation and recovery, environmental sustainability, and community engagement and accountability sectors. A needs assessment was conducted by the Sri Lanka Red Cross Society (SLRCS) and IFRC in October 2022 and the Operational Strategy is being revised to adapt to the current needs and gaps. The revisions mainly concern the livelihoods, MPC, WASH and education sectors while the remaining sectors continue as originally planned.

As per the recommendations of the assessment, under the livelihoods sector, the revision emphasises a stronger focus on addressing food and nutrition needs to prevent a further deterioration of the situation and adverse impacts on health and nutrition status. A specific focus will be placed on vulnerable and marginalised people and households, including those with pregnant and breastfeeding women, children, people with disabilities (PWD), and female-headed households.

The provision of food assistance in schools will be a priority because of the nutritional benefits, particularly the prevention of malnutrition, the link to school attendance, and the cascade of other benefits that this achieves. Support is integrated as a systematic and well-coordinated programme for intervention and targeted towards prevention of malnutrition, particularly of vulnerable persons and households, while covering all of the country and reaching out to remote and hard-to-reach areas.

Conditional **cash grants for smallholder farmers will be scaled down** to 10,000 households from 43,000 as farmer communities have **regained access to chemical fertiliser** following the challenges in June 2022, and farmers were able to start farming as per the seasonal cultivation calendar.

Under the MPC sector, the revised strategy proposes **scaling-up multipurpose cash assistance** for up to 75,000 households from the initial plan of 43,000, considering the **urgent needs of the affected population that must be met immediately**.

The current crisis has very serious consequences in terms of clinical, public, and community health and the functionality of the health system. There has been a general decline in the physical and mental well-being of the population and the **needs assessment confirms that this is a longer-term concern**. Thus, under the health sector, support for the Ministry of Health to obtain in-kind donations to alleviate the shortage of pharmaceutical drugs **will continue**. In addition, the following will be prioritised: **scaling-up activities** focusing on outbreak prevention and the control of common diseases (malaria, dengue, etc.), a first aid programme; menstrual hygiene promotion; community-based mental health, and psychosocial support activities.

According to the IFRC assessment, 68 per cent of households perceived that access to and availability of menstrual hygiene management products worsened compared to January 2022. The cost of each sanitary napkin packet increased almost threefold during the last three months, making it less affordable to low-income groups. Thus, under the WASH sector, the provision of **sanitary napkin distribution together with menstrual hygiene awareness will scale-up** in communities and schools in the revised strategy. The provision of water distribution at fuel stations was one of the key activities under the original strategy, considering the long queues and wait times at stations. In the revised strategy, this was discontinued as there are **no longer any queues at stations due to changes in government regulations on fuel allocation**.

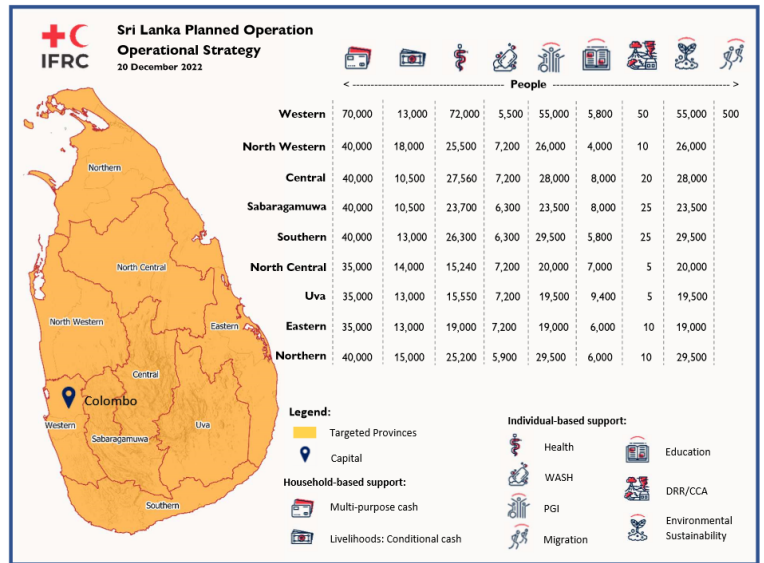
Physical safety and security are still major concerns, and it is apparent that communities are living in severe mental distress, fear, and a creeping sense of hopelessness. The setting up of village/neighbourhood vigilance committees, community-based awareness sessions on sexual and gender-based violence (SGBV), engaging men and adolescent boys in SGBV activities, providing support to meet the basic needs of PWD, and inclusion of PWDs during programming **will be strengthened in the revised strategy**. The **capacity building of SLRCS staff and volunteers** to set-up and follow-up on these activities **will be considered** under the revision, as well considering the current limited capacity.

The needs assessment further confirms the increased negative impact of the situation on education, in response, the **strategy will scale-up the provision of school supplies, such as stationery and learning instruments**. At the same time, it will facilitate and support school kitchens and food banks to address the issue of hunger and poor nutrition among children.

The migration and displacement sector remains the same in the revised strategy, with the target and activities as in the original. However, the **capacity building of staff and volunteers through training sessions to implement the targeted activities will be prioritised and realised**.

DESCRIPTION OF THE EVENT

By the onset of the economic crisis in Sri Lanka, resilience was already strained by the impacts of pre-existing poverty, repeated climate-related events, and two years of the COVID-19 pandemic. Positive coping mechanisms and social safety networks had already become stretched, and more people were using negative coping strategies. Many livelihoods had been affected, especially those dependent on international travel, tourism, and overseas work that brought remittances into the country. According to the revised United Nations (UN) Humanitarian Needs and Priorities (HNP) plan, seven million people are in need of humanitarian assistance. According to World Bank estimates, by 2020, 500,000 people in Sri Lanka had fallen below the poverty line since the pandemic struck, a considerable setback equivalent to five years' worth of progress. In 2021, approximately 2.4 million people (11 per cent of the total population) fell below the international poverty line, and the financial crisis may increase poverty to 25.6 per cent in 2022 (World Bank, October 2022).



Households and communities have been affected in multiple ways by the current economic crisis, and the IFRC assessment report (October 2022) also indicates that poverty levels are increasing. The assessment suggests that the crisis is driving more vulnerable people down a pathway towards destitution, where, initially, people will attempt to preserve their assets, followed by negative coping strategies, such as reducing meals, postponing medical care, employing family (especially children) to provide income, asset depletion, sale of assets, crime and theft, migration in the hope of work, and the breakup of families.

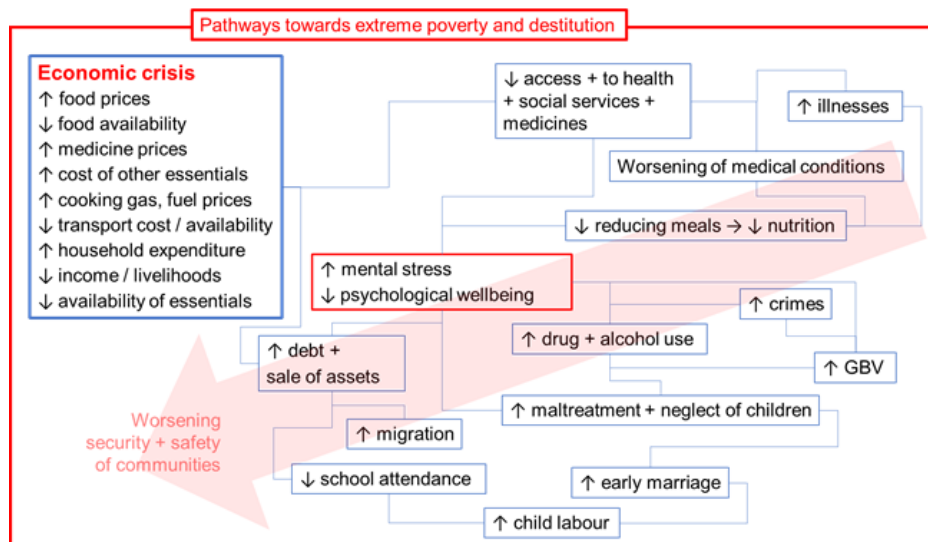


Figure 1: The effects of the economic crisis at the community and family levels. (Source: IFRC Assessment)

The humanitarian sector is caught between the need for large-scale economic recovery, generally addressed by international financial institutions and development donors, and the need for small-scale community assistance. The Red Cross Red Crescent Movement has its roots in the community, and the findings and recommendations of the Red Cross Red Crescent needs assessment sit squarely with community priorities, rather than macroeconomic and systemic solutions.

Severity of humanitarian conditions

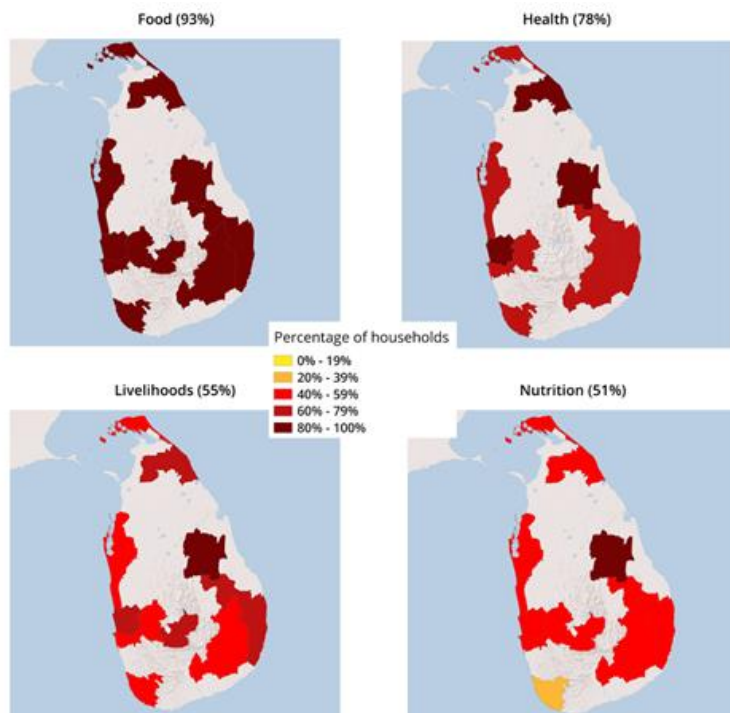


Figure 2: Percentage of affected households severely affected by category.

According to the IFRC assessment, overall, 96 per cent of households have been affected by the current crisis: 98 per cent of rural, 95 per cent of urban, and 97 per cent of estate households state that they have been affected. Households have been affected in multiple dimensions, principally in the areas of food, health, livelihoods, water and sanitation, nutrition, plans and hopes for the future, psychological well-being, child education, and violence.

Food Security, Nutrition and Livelihoods

The economic crisis has had direct, primary, measurable effects on food security and livelihoods for large sections of the population. The effects on food security and livelihoods are relatively uniform across geographic and demographic categories. The consequences of food insecurity and disruption of livelihoods are seen in the areas of health and protection,

and other fields. The IFRC multi-sector survey demonstrates that the only groups that are consistently less vulnerable in terms of food security and livelihoods are households with an income of at least LKR 80,000 (USD 400) per month (January 2022) and households with a university-educated person.

In the agriculture sector, the main impacts include high expenditures for seeds and the inability to obtain sufficient seeds for cultivation; high fuel costs affecting the pre-cultivation activity of preparing the ground; the inability to attend to the basics of cultivation in a timely manner, leading to poor harvests; an increase in crop disease, pests, and poor weather conditions. Although showing improvement to some degree, purchases of agricultural equipment and fertilisers, and the increased debt of farmers remain a challenge.

In the fisheries sector, many boats have been withdrawn from fishing due to shortages and the high price of fuel. Reduced fish in the diet impacts nutrition as fish is a major source of protein in the local diet. Increased stress has resulted in aggressiveness in most people, and this has made it difficult to resolve disputes and conflicts.

The short-term consequences of the impacts on food security, nutrition, and livelihoods include the inability to obtain the basic necessities – food, water and medicines, being unable to maintain cultivations, conflicts within families and between families, stopping fishing altogether, social violence – increased incidence of fights between individuals and groups using weapons, and the disruption of school education of children. The medium and long-term consequences will include an increase in debt, theft/robberies, suicides, high mental stress leading to social and family violence, deaths, nutritional deficiencies, and malnutrition. Furthermore, the severe shortage of food items/famine, people getting pushed into illegally earning money, and living with severe mental stress are some of the other possible consequences.

Health and WASH

Sri Lanka's healthcare system is in danger of collapse due to a prolonged shortage of medicines, medical consumables and ongoing power outages that affect both emergency and routine health services. Fuel shortages have impacted transport (e.g., medical staff, patients, and ambulances). For women, the disruption of

reproductive health services has fatal consequences, as the timely transportation of pregnant mothers to hospitals could be disrupted as well as due to the unavailability of specialised doctors in some cases. Routine surgeries have been cancelled, and blood transfusion services have been curtailed by a shortage of consumables.

The IFRC assessment confirms concerns about the breakdown in health services because of the crises and suggests that the predicted consequences will affect nearly every aspect of health service delivery. According to the assessment, the health sector in general, is worse now compared to January 2022. It also confirms an increase in mortality rates related to maternal and child healthcare, emergency healthcare, geriatric healthcare and worsening health in the estate sector. Significant proportions of households with pregnant women are unable to access antenatal or postnatal care, including over half of estate households with pregnant women who could not access postnatal care. In the estate sector, approximately one-third could not access child immunisation or COVID-19 immunisation. It highlighted concerns regarding the availability and costs of medicines and that this would result in an increase in deaths, a general decline in the health of the population, and an increase in communicable disease outbreaks. Access to and availability of menstrual hygiene management products have decreased compared to January 2022 due to the crisis, particularly in the estate sector. Households with women reporting their menstrual hygiene being worse now compared to January 2022 is at 41 per cent. The least affected were those with a household income of over LKR 80,000 (USD 220).

Some of the medium- and long-term impacts include the severe shortage of healthcare personnel due to emigration, increase in malnutrition, communicable diseases, non-communicable diseases and psychiatric conditions. Further knock-on effects include an increase in disabilities (due to the lack of rehabilitative services), obstetric issues such as an increase in the number of low birthweight children, increase in pregnancy-related complications, increase in home deliveries, and increase in maternal mortality.

The above findings of the IFRC assessment were confirmed by the [Summary Report – Nutrition Month 2022](#) published by the Family Health Bureau, Ministry of Health Sri Lanka October 2022.

Protection, Gender, and Inclusion

Most of the population perceive that overall security and safety has worsened since January 2022, including violence against women and children. Many households believe that their physical safety and security will deteriorate in the next three to six months if their immediate needs are not met. There is an increased risk of SGBV, especially for adult women and adolescent girls aged 12-18 years and children. A significant proportion of households are of the view that domestic violence was one of the more immediate probable impacts if their immediate needs are not met and there are fears that the incidence of SGBV will continue to rise. In the estate sector, a high proportion of households perceived there was an increased risk of early marriage for girls less than 18 years old. In some districts, families would even consider early marriage if the situation worsened.

There is a rise in the number of women entering the sex industry, which indicates both the desperation and the exploitation that people are facing. In Colombo, the number is said to have increased by 30 per cent since January 2022. At the same time, the capacity of government services to respond is severely affected: protection service providers lack fuel for field and home visits, women's shelters have run out of space, and there is a lack of financial support for women and girls at risk of gender-based violence.

Education

In Sri Lanka, schools had been closed because of the COVID-19 pandemic in the two years prior to the current economic crisis. More recently, schools were closed because of fuel shortages but have now reopened, although power outages, limited public transportation, and a lack of school supplies continue to have an impact. Children's education is also compromised by the closure of the government school meals programme, which had targeted

25 per cent of the most vulnerable school-age children. As a result, families are less inclined to send their children to school.

Particularly affected are children from poorer households without access to online learning. According to the United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)'s recent assessments in nine districts of Sri Lanka, more than half (55 per cent) of households reported a negative impact on children's education, 34 per cent struggle to support their children in continuing their education, while in 1.4 per cent of households, children dropped out of school. This is mainly due to the inability to afford the high costs associated with transport, school supplies, and the discontinuing of meals provided at some schools, especially in the estate sector. Some parents have already stopped their children from attending school or they believe that children will have to drop out of school if the situation worsens. This is a major concern that requires urgent intervention.

Migration and Displacement

According to the IFRC needs assessment and the International Organization for Migration (IOM), the current crisis in Sri Lanka, together with the ending of COVID-19-related travel restrictions, has added to the impetus for international and internal migration. In the first four months of 2022, over 100,000 workers are estimated to have left for employment overseas.

This figure does not include undocumented migrant workers, who are expected to be numerous. Human trafficking has also increased, as have thwarted attempts, together with related protection issues ranging from forced labour to organ trafficking. Migration through unofficial channels often involves dangerous ocean crossings, with risks of capsizing and arrest by coast guards of both the destination countries and Sri Lanka. In recent weeks, it has been reported on local TV channels that 10 per cent of the electrical engineering experts employed by the Ceylon Electricity Board along with over 500 medical doctors, have migrated.

CAPACITIES AND RESPONSE

1. National Society response capacity

1.1 National Society capacity and ongoing response

The SLRCS maintains **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 and emergencies. National Disaster Response Teams, Branch Disaster Response Teams, and Divisional Disaster Response Teams are available at the national, district and divisional levels. The SLRCS also has trained **disaster response teams** specialised in water safety, which have **150 active members**. These members are well-trained in life-saving techniques to assist rescue operations in times of need. Trained first aid volunteers are available in all districts, ready for immediate deployment at the time of disasters for life-saving purposes. The SLRCS has a pool of **25 persons trained in cash and voucher assistance (CVA)**, who could be deployed to set up and assist in the implementation of CVA activities. As a community-based organisation, the SLRCS has similar constraints to the wider population because of the crisis, but also has advantages over many other organisations, because of its embeddedness.

Sri Lanka Red Cross teams have been providing first aid and ambulance support to people affected by the unrest, whether civilians or security personnel, **treating more than 22,600 people since April, including 1,000 transported to hospitals**. Teams are also providing dry food, relief items, and cash support to people hit by the economic crisis and food insecurity.

As of 30 November 2022, the SLRCS has been able to carry out the following activities to support the needs of the affected population, with the support of the IFRC and its membership:

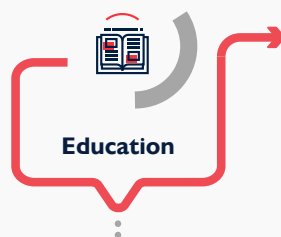
SLRCS Activities with Support from the IFRC and its membership up to 30 November 2022



- **4,000 MPC** grants disbursed to the targeted population.
- Another **14,800 grants** are in the pipeline and currently being processed at SLRCS HQ and branches.



- Around **21,600 people** provided with health assistance and **over 1,000 people** transported to hospitals.
- **Two high-performance tents** were procured and are in use.
- A consignment worth **CHF 100,000 of essential medicines and medical consumables** handed over to the Ministry of Health.



- **5,000 school kits** (stationery, school bags) procured and distributed.
- **Another 12,700** are in the pipeline and currently being processed at SLRCS HQ and branches.



- **Around 8,000-10,000 people** received drinking water every day at long queues in **11 districts**.
- **180,000 sanitary napkin packs** (10 pads per pack) being planned for distribution targeting **20,000 female** adolescent students.

Health

The SLRCS has an ongoing partnership and a good working relationship with the Ministry of Health. A joint online platform called *Elixir* was developed and launched on 19 October 2022, together with the Ministry of Health to share information on current medicine requirements, and potential donor interest to support procurement and enable suppliers to share information.

This is Sri Lanka's first-ever medical-supply-to-donation matching platform. The initiative is a volunteer-run, public private partnership under the aegis of the SLRCS and allows hospitals and treatment centres from across Sri Lanka to register their requirements for lifesaving medicines and medical supplies that may be in short supply, due to the country's ongoing economic and foreign exchange crises. *Elixir* also provides a single streamlined interface for donors who would like to support Sri Lanka at this time. By having all requirements and donations coming in via a unified and seamless platform, *Elixir* can then match requirements and donations for efficient use of funds and time, while also reducing the total turnaround time for assistance and increasing transparency.

WASH

A hundred 1,000L tanks were procured and installed in 11 districts to set-up water points at fuel & gas stations and in places where large crowds gather to obtain various services. These water points provided water for about 30 days. **Approximately 500,000 people (approximately 10 per cent women and 90 per cent men)** had used the water during the 30 days preceding the IFRC assessment (approximately 40-50 litres per day per person).

SLRCS branches worked together with the National Water Supply and Drainage Board (NWSDB) and local authorities in some districts to refill the water tanks. Furthermore, SLRCS volunteers were also engaged with the authorities in cleaning the surroundings closer to the fuel stations and in raising awareness when conducting environmental sanitation activities.

Water distribution was **discontinued after the government introduced a fuel pass system** from 1 August 2022 which **eliminated the long queues at fuel stations**.

Procurement and distribution of **180,000 packs (10 pads per pack) of sanitary napkins** has begun with stocks being received at the SLRCS central warehouse in Colombo. The SLRCS plans to distribute the sanitary napkins to 20,000 female adolescent students across all districts, in addition to conducting menstrual hygiene awareness events.

Multi-Purpose Cash (MPC)

MPC grants have been distributed to 4,000 households in 25 districts by November 2022. Each identified household **has received LKR 20,000 (CHF 65)**. All 25 district branches of SLRCS worked together with the local authorities to identify the beneficiaries for multi-purpose cash. Branches deployed volunteers to conduct house-to-house assessments based on the list provided by the authorities to verify the needs and identify the most vulnerable households that need assistance. Most vulnerable households, such as women-headed households, families with pregnant and lactating mothers, persons with disabilities and elderly people, were prioritized for assistance.

Post distribution monitoring (PDM) for cash distribution and a market assessment have been completed.

The reports were shared widely, and recommendations of the assessments were incorporated to improve the quality of the operation.

Education

As many students struggle to buy school stationery due to very high prices, at the initial stages of the operation, **SLRCS provided 5,000 school children in 10 districts with school packs** that comprised stationery, a mathematical instrument box and a school bag. These school packs were purchased locally, with technical approval from the Global Humanitarian Services and Supply Chain Management (GHS&SCM)–Asia Pacific office.

MPC and Education

In addition to the above, the following food and household items will be distributed to affected populations before December 2022:

Food and Household Items	Quantity	# of people expected to be assisted by December 2022	Geographical coverage
Sanitary Napkins	180,000 packs (10 pads per pack)	20,000 female adolescent students	All 25 districts
Dry Rations	4,500 packs (family size)	For 18,000 elderly persons living in elderly homes (shared among four elderly persons)	20 districts
Nutrition Food Packs	15,000 packs	For 15,000 pregnant and lactating mothers	All 25 districts
First Aid Kits (SLRCS Standard)	2,500 kits	Distribution to all branches	All 25 branches
T-Shirts with the SLRCS, IFRC and Donor Logos	650 T-shirts	Distribution to all branches	All 25 branches

This Operational Strategy is designed to ensure the provision of localized assistance, tailored to the needs and context of people in Sri Lanka. As such, almost 70 per cent of the total budget of planned interventions is focused on MPC assistance for basic needs and conditional cash grants to restart livelihoods activities using a participatory approach. As funding to the Emergency Appeal is still limited (close to 17 per cent), to date only 4,000 households have received cash grants. These challenges are further compounded by the deteriorating situation in-country through the past months of the crisis.

There are similar challenges for the medical supply pipeline, which is still funded at less than 10 per cent, mostly through bilateral contributions. Through this Operational Strategy we look to encourage partners to continue contributing to support the needs of people in Sri Lanka, as evidenced through the assessment described below.

Despite the current challenges in the country, particularly due to the shortage of fuel, the SLRCS has managed to implement a substantial number of activities as a part of the operations. In the framework of this response, **CHF 1,350,000 has been spent and recorded out of the CHF 4,702,209 (as of 23 December 2022)**. Currently,

procurement of some items, including First Aid (FA) kits, are ongoing and expected to be completed by the end of December. More than **CHF 250,000 is committed for these procurements.**

The following response activities were carried out through bilateral support:



Humanitarian Needs Assessment

The IFRC, together with the SLRCS, commissioned an assessment of the humanitarian impacts of the current economic crisis. The IFRC, with the support of the Canadian Red Cross, German Red Cross, and Norwegian Red Cross, deployed an assessment team to plan and conduct the assessment.

The assessment report includes an analysis and recommendations based on a face-to-face household-level survey of 2,871 respondents in 11 districts across nine provinces, a separate case study of 300 households from 10 estates in Nuwara Eliya, 24 FGDs, 15 KIIs, and a predictive analysis, framed by extensive secondary data.

- The **assessment report** can be downloaded at the **GO platform** [here](#) and the annexes to the assessment report [here](#)
- The **assessment report** can also be downloaded at **Reliefweb**: [Sri Lanka Complex Emergency - Needs Assessment Report, October 2022](#)

1.2 Capacity and response at the national level

According to the Food and Agriculture Organisation (FAO)/World Food Programme (WFP) Hunger Hotspots Report for October 2022 to January 2023, Sri Lanka is listed as a “hotspot of high concern”. Until November 2022, USD 75.5 million has been contributed by donors towards the Human Needs Project, which includes generous contributions from Australia, the United States, Japan, Canada, Norway, New Zealand and the European Union (OCHA, Nov 2022).

The Sri Lanka Red Cross works closely with the Government of Sri Lanka (GoSL), in particular with the Ministry of Health and Ministry of Disaster Management. The National Society's key health priorities planned for 2021–2025 include non-communicable diseases, dengue, first aid, and healthy ageing. In 2023, it will extend and increase auxiliary support to the public authorities on vaccination rollout programmes, including within schools, and enhance its own capacity to respond effectively to the evolving crisis, and the urgent need for disaster risk reduction and climate change adaptation.

2. International capacity and response

2.1 Red Cross Red Crescent Movement capacity and response

IFRC Membership

The SLRCS is implementing the planned operation with the support of the IFRC, launching and managing the appeal, and coordinating international support for the SLRCS through the Emergency Appeal operation. This

includes, but is not 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 Participating National Society presence in Sri Lanka, the IFRC, with staff in-country, adds value in information sharing with IFRC network 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. 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, conducting a market assessment, developing the operational strategy, and developing communication materials among other tasks. Singapore Red Cross and Qatar Red Crescent Society worked directly with SLRCS and provided support with food security, nutrition, and health.

ICRC

The ICRC has a country delegation in Sri Lanka and 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 is in close coordination with the two in-country delegations. The ICRC is currently supporting the response to the humanitarian impacts of the economic crisis with MPC grants targeting six thousand households in 12 districts and providing nutritional food packs for pregnant and lactating mothers in 14 districts, in close coordination with SLRCS and IFRC to ensure there is no overlap with actions framed in this Emergency Appeal.

2.2 International Humanitarian Stakeholder capacity and response

The IFRC and SLRCS continue to participate in Humanitarian Country Team (HCT) meetings, the Inter-Sector Coordination Group (ISCG) Sri Lanka, and engage with Cash, Information Management, as well as with Accountability to Affected Population (AAP) working group. The IFRC provided inputs for the development of AAP common messaging for Sri Lanka documents and the revision of the UN HNP plan. Furthermore, the SLRCS and IFRC presented the findings of PDM and market assessments at the Cash working group meetings.

The UN HNP revision is targeting 3.4 million of the most vulnerable, requesting more than USD 149 million that cover the June to December 2022 period. Of this, USD 76.5 million will be used to address immediate food security needs, USD 31.2 million for nutrition and WASH interventions, and USD 23.2 million for agriculture and livelihoods interventions. Another USD 9.6 million will be dedicated to the provision of vital and essential medicines, medical supplies, and devices to help save lives. With USD 9 million, humanitarian partners will support essential protection activities, including protection from gender-based violence, child protection and much-needed support to keep children in school. In addition, a series of diplomatic roundtable meetings were organized by SLRCS in close cooperation with IFRC:

- The **first diplomatic roundtable was held in June 2022** with the participation of the Embassies of Australia, Canada, France, Italy, Malaysia, New Zealand, Norway, Switzerland, Thailand, Turkey, and the European Union (EU). Bilateral discussions and updates were provided to the embassies of Norway, China, Australia, and France. The IFRC country team participated in the ECHO-organised virtual meeting on the needs analysis and current response in the country.
- The **second virtual diplomatic roundtable was organised and held on 21 July 2022**, with the participation of the Embassies of Canada, New Zealand, Australia, Norway, France, the United States, Great Britain, Malaysia, and EU in Sri Lanka, and USAID.
- The **third diplomatic roundtable was organised and held on 14 October 2022** under the joint chairmanship of the SLRCS President, IFRC Regional Director and Head of Delegation, ICRC. The following embassies and donor agencies participated in the event: Norway, Great Britain, France, India, Japan, New Zealand, Australia, Canada, Thailand, Switzerland, China, the EU, and USAID.

An extraordinary UN HCT meeting was organised on **12 October 2022 to present the IFRC assessment findings**. A team led by the IFRC Regional Director visited the UN compound in Sri Lanka and presented the assessment findings to HCT members. Over 75 people participated in the meeting representing UN agencies as well as INGOs, NGOs and donor agencies engaged in the humanitarian response in Sri Lanka.

3. Gaps in the response

The following gap analyses are based on the findings of the IFRC assessment and link to the relevant thematic areas of the Operational Strategy. Priority areas for more immediate action are underlined>. Of the seven million people in need of humanitarian assistance, the UN coordinated HNP revision is targeting 3.4 million of the most vulnerable and there is a gap in the current overall response by other actors mentioned in the HNP revision across all areas of interventions.

Domestic agricultural production fell by nearly 50 per cent, following a change in the use of fertilisers and agrochemicals announced in April 2021, without the assurance of an agricultural transition. It was estimated that only 24 per cent of land that is usually cultivated was prepared for the 2022 season.¹ Due to food inflation and loss of income, households have had to adjust their normal food intake practices by limiting portion sizes, skipping meals, consuming less diversified and nutritious diets, and resorting to other negative coping mechanisms. The government reduced the budget for school meals by two-thirds in January 2022. The gap remains higher between the number of people in need and response provided. The Operational Strategy provides 10,000 farmers with fertiliser support and 30,000 vulnerable people with food packs. While international humanitarian actors are also working in the same sector, the need remains for short, medium and long-term support on food security and livelihoods.

Sri Lanka's health system has become strained by a lack of medicines, medical disposables, fuel deficits and recurrent power cuts affecting surgical services; maternal, new-born, and child services; those with chronic illnesses, disabilities, and psychiatric conditions; and emergency health services. In the Operational Strategy, the health activities are related to supporting the Ministry of Health in obtaining in-kind donations from Movement partners to alleviate the shortage of pharmaceutical drugs. The lack of medicines, and their high cost when available were among the main concerns highlighted by the IFRC assessment participants as well. There is also an identified need to include medical and rehabilitation equipment for PLWD as further in-kind donations.

In addition, from among the broader recommendations, the following are prioritised for this revision of the Operational Strategy as identified as gaps in the previous response:

- Scaling-up awareness of common diseases (malaria, dengue, COVID-19, etc.), outbreak prevention, and control programmes.
- Scaling-up community-based health and first aid programming.
- Menstrual hygiene promotion.
- Community-based mental health and psychosocial support activities.

Most of the existing focus of the Operational Strategy in this area is **aligned with the capacity of the SLRCS**. The IFRC's revised Operational Strategy will help fill some of the gaps and complement the UN and government's efforts to provide emergency assistance and avoid catastrophic situations in the coming months.

¹ [Food crisis in Sri Lanka likely to worsen amid poor agricultural production, price spikes and ongoing economic crisis, FAO and WFP warn | World Food Programme](#)

OPERATIONAL CONSTRAINTS

The current challenges in the country, including shortages of fuel and other commodities, as well as high prices, impact the operation, causing delays and stretching the ability to meet short pledge timeframes. Limited human resource capacity at the SLRCS to implement this type of operation requires due consideration for implementation timeframes.

In addition, procurement processes take time, particularly for food items, given the quality checks needed at different levels to ensure that all food items are cleared for human consumption. This process is key to serving vulnerable people with quality service, and it also needs to be factored into operational planning and response.

Fuel shortages and the high price of commodities due to hyperinflation result in price fluctuations, while very high transport costs are an additional challenge to the operation. Another factor to consider is the depreciation of the Sri Lankan rupee against the Swiss franc, which results in large savings of the local currency during the implementation. Hence, budgets need to be revised frequently, and plans need to be amended to include additional response actions to use the savings which has a positive side as more people could be reached with the same CHF allocation.

To mitigate and respond to the current economic crisis, the government frequently changes policies related to imports, including new tariff systems, import taxes, as well as possibly changing the tax exemption policies that have been enjoyed by humanitarian organisations like the IFRC.

FEDERATION-WIDE APPROACH

The Emergency Appeal is part of a Federation-wide approach, based on the response priorities of the SLRCS 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 in leveraging the capacities of all members of the IFRC network 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 SLRCS in the response to the emergency event. This includes the domestic fundraising ask of the SLRCS, the fundraising ask of supporting Red Cross and Red Crescent National Societies, and the funding ask of the IFRC secretariat. Although not part of this Appeal, there is also bilateral support to the National Society responding to the current complex emergency crisis. The SLRCS, with the support of IFRC country delegations, has prepared a consolidated response plan which includes the ICRC, Participating National Societies, the Singapore Red Cross, and other non-Movement partners such as Uber and the Paediatric Association. Assessments and planning are done considering the overall response and information is collected accordingly for reporting purposes. The consolidated response ensures that resources are distributed according to the needs and to avoid geographical coverage duplication.

OPERATIONAL STRATEGY

Vision

This Emergency Appeal (EA) will help mitigate the current food insecurity brought about by the economic crisis and help people affected 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 providing relief to the disadvantaged and assist low-income farmer communities to cultivate small plots of land as well as low-income fishing communities through conditional cash grants.

It will also contribute to the strategic vision and the SLRCS country plan by 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 EA, will further build the capacity of the National Society through a more sustainable approach from the emergency operation to the regular programming towards National Society 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 MPC 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. 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 PGI and Community Engagement and Accountability (CEA) aspects across all activities as well as in the National Society's other community resilience building initiatives.

All the planned activities will be completed within the EA time frame. Follow up and monitoring of the **results and impacts** will be carried out under the **Sri Lanka Country operational plan** after the EA time frame expires.

Links with the Country plan and transition of the EA

Anticipated climate-related risks and adjustments in the 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.

The northeast monsoon is expected from the month of October and given the uncertainties associated with climate change, the rainy season may shift towards early next year. Therefore, particular attention will be paid to the operational activities in the North, North Central, Eastern, Central and Sabaragamuwa provinces in the country, in addition to this ongoing operation.

A DREF supported operation was launched in August 2022 to respond to extreme weather in the Western, Southern, Sabaragamuwa and Central provinces which added more burdens on the National Society.

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 plan their cultivations and select suitable crops in close consultation with the Department of Agrarian Development.

The SLRCS is also working on strengthening the resilience of climate vulnerable countries in the dry zone through external funding support by implementing climate change adaptation activities together with UN agencies and government authorities.

Targeting

1. People to be assisted

This operation **targets 500,000 people (52 per cent female and 48 per cent male)**, which will include 50,000 farmers and fishermen, 30,000 pregnant and lactating women, 40,000 people living in elderly homes, children in orphanages, 120,000 children and adolescents at high risk of dropping out of school in poor estate, urban and rural areas (including 60,000 female teenage students) and 500 refugees from other countries.

The needs of these refugees include psychological support as some have been living in Sri Lanka for over eight years in exceedingly difficult conditions, facing a lack of food and essentials as they are not allowed to work, and also lack of educational support for their children. Some of them are living in rented houses but struggling to pay rent since they do not have a regular income. 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 and community engagement and accountability


PGI risks were present before the current economic crisis and are now being amplified especially for women, girls, children, and people with disabilities, among others. The impact of the economic crisis in Sri Lanka is being felt across all corners of the island.

Vulnerable groups, including persons with disabilities, face discrimination, exclusion, and lack access to social support. The current economic crisis has hit severely to marginalised populations, such as low-income LGBTQ people, who are now facing increased risk of 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.

A CEA/Informal Management training was conducted for SLRCS staff and volunteers at the end of March 2022. Building upon that, the National Society established national and branch-level telephone hotlines. These systems will be used for the operation and expanded into the targeted communities. The trained volunteers will also make sure that communities have information about the operation, such as up-to-date operational details, including the revised Operational Strategy, when and how they can contribute, how the targeting was done, and the suggested selection criteria. Other CEA activities will continue as planned in the original Operational Strategy.


PLANNED OPERATIONS

INTEGRATED ASSISTANCE

 Livelihoods and Food Security	Female > 18: 76,800	Male > 18: 43,200	CHF 4,210,000
			Total target: 120,000
Objective:	The livelihoods of the vulnerable households are protected and restored. The nutritional conditions of children, pregnant and lactating mothers have improved.		
Priority Actions:	<ul style="list-style-type: none">• Provide conditional cash grants to 10,000 vulnerable farmers (selected via an inclusive and accessible community participatory process that includes marginalised groups) to restart agriculture-related activities and/or home gardening,		

complementing the chemical fertilisers assistance provided by the government and other agencies, as well as to low-income fishing communities that have been affected by the fuel crisis. The conditional cash grant is set at CHF 210 complemented with technical training and coordination with the GoSL.


- Provide 30,000 nutritional food packs to pregnant and lactating mothers and children with malnourished conditions under the age of five through the provision of nutritional packages with an increased target and focus in the estate sector.
- Provide 10,000 dry ration food packs for 40,000 people living in elderly homes, children’s orphanages as well as elderly persons living alone.
- Intensify efforts on the feed the child programme (targeting SAM children) in partnership with the Paediatric Association of Sri Lanka and UNICEF. Provide further assistance to strengthen the livelihoods of families who are having SAM children.
- Conduct continued market monitoring and assessments, post-distribution monitoring and analysis, and respond to livelihoods-related community feedback.

 Multi-purpose Cash	Male > 18: 180,000	Female > 18: 195,000	CHF 14,955,615
			Total target: 375,000
Objective:	Socioeconomically vulnerable households have the ability to meet their immediate food, nutrition, and immediate basic needs.		
Priority Actions:	<ul style="list-style-type: none"> • Enhance the capacity of SLRCS staff and volunteers and train them on the existing Global Cash Advisory Group (CAG) standard operating procedures (SOP) and data management systems. • 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 75,000 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 meet immediate basic needs. A monthly cash grant transfer 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 guidance of the national cash working group. An inflation-based cash transfer value will be applied, and the cash grant value will be based and adjusted on the result of the monthly monitoring. The targeted population will be encouraged to use the cash for the development of home gardening activities as well. • Conduct continued market monitoring and assessments, post-distribution monitoring and analysis, and respond to cash-related community feedback. 		

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


(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT / COMMUNITY HEALTH)

 <p>Health & Care (Mental Health and Psychosocial Support / Community Health / Medical Services)</p>	Female > 18: 130,000	Male > 18: 120,000	CHF 2,059,257
<p>Objective:</p>	<p>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, while MHPSS hotlines are provided for the affected population.</p>		
<p>Priority Actions:</p>	<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, Participating National Societies, and IFRC logistics to ship the supplies to the MoH. • Promote the Elixir platform which was set up to share information on current medicine requirements, and potential donor interest to support procurement and enable suppliers to share information. • SLRCS volunteers to provide first aid at protest sites and in other areas as the situation evolves. • Develop and setup community-based MHPSS programmes to help address and reduce community tensions and stresses. • Establish the MHPSS hotline to support affected populations and psychosocial support to be provided to priority groups (link to the CEA feedback mechanism). • Provide training to staff and volunteers on PSS and enhance their capacities to provide age and gender-sensitive support and establish referral pathways. • 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) including NCD awareness and referrals 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. • Strengthen SLRCS capacity for outbreak response and training on epidemic control for volunteers. • Training on nutrition for volunteers to raise awareness, identify malnourished children, and refer them in coordination with MoH and UNICEF. 		


 Water, Sanitation and Hygiene	Female > 18: 15,000	Female < 18: 45,000	CHF 844,000
			Total target: 60,000
Objective:	Sanitary needs of female school children are addressed to increase school attendance.		
Priority Actions:	<ul style="list-style-type: none"> • Provide 60,000 teenage students from 225 underprivileged schools with 5,400,000 locally procured sanitary napkins (360,000 packs at 10 napkins per pack), including training/orientation sessions on menstrual hygiene practices. • Respond to WASH-related community feedback. • Conduct a survey to identify WASH-related needs for the schools in low-income areas. 		


PROTECTION AND PREVENTION

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


 Protection, Gender and Inclusion	Female: 130,000	Male: 120,000	CHF 35,000
			Total target: 250,000
Objective:	<p>The capacity of the SLRCS to integrate PGI across all response activities in the operation is strengthened with the rollout of specific actions outlined below at the community level.</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. • Refer possible protection concerns received through community or other feedback mechanisms to appropriate agencies/authorities utilising identified secure referral pathways. • Develop child safeguarding and PSEA policies in the SLRCS. • Setting up child-friendly spaces (CFS) in communities aimed at providing holistic support to children including safe child protection identification and referrals. Appropriate training for 		


	<p>volunteers to conduct CFS activities will be provided, including training in MHPSS.</p> <ul style="list-style-type: none"> • Facilitating the formation/reactivation of village/neighbourhood vigilance committees. • Community-based awareness sessions on child protection and SGBV prevention and response. • Engaging men and adolescent boys in child protection and SGBV prevention and response activities. • Ensure access and the active participation of vulnerable groups including persons with disabilities and LGBTQI communities to assistance through mainstreaming and specific actions, including livelihoods and cash.
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 <p>Community Engagement and Accountability</p>	Female: 195,000	Male: 180,000	CHF 25,000
			Total target: 375,000
Objective:	Qualitative community feedback data is gathered and analysed to better understand community opinions. Standardised approaches for community engagement are in place to ensure meaningful community interactions.		
Priority Actions:	<ul style="list-style-type: none"> • Integration of CEA in needs assessments, programme planning, implementation, and evaluation. • Conduct regular communication activities, set up community feedback mechanisms, taking into account the preferences of diverse groups of affected community members, and provide CEA training to staff and volunteers. • Share findings with external partners, providing them with critical information on the humanitarian situation, and position the SLRCS as an important humanitarian information source. • Engage with the AAP working group to develop common messaging in local languages. • Provide regular coaching and guidance for SLRCS staff and volunteers at the branch level on CEA. 		


 <p>Migration and Displacement</p>	Female: 250	Male: 250	CHF 120,000
			Total target: 500
Objective:	Strengthen the capacity of the SLRCS to better assess the current migration and displacement trends and dynamics due to the economic crisis induced humanitarian situation and provide assistance to refugees in Sri Lanka to meet their basic food and household needs.		
Priority Actions:	<ul style="list-style-type: none"> • Conduct an assessment to better understand the current migration and displacement trends, humanitarian needs, and roles and responsibilities of key stakeholders in Sri Lanka. Share 		

	<p>the findings with the wider humanitarian community and strengthen the capacity of the SLRCS to respond to the identified needs and gaps.</p> <ul style="list-style-type: none"> • Provide trainings for SLRCS staff and volunteers on the IFRC's approach to migration and displacement. • Identification of refugees 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 ensuring the required quality checks 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 and displaced people, including host communities, are included in the feedback mechanism (ensuring that relevant languages and trusted channels are used).
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 Risk Reduction, Climate Adaptation and Recovery	Female > 18: 60	Male > 18: 100	CHF 21,000
			Total target: 160
Objective:	The capacity of the SLRCS 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 > 18: 130,000	Male > 18: 120,000	Integrated into the programme activities
			Total target: 250,000
Objective:	Environmental protection measures are in place to ensure the operation will not cause negative impacts and instead, contribute positively to 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. 		

	<ul style="list-style-type: none"> Identify lands for home gardening and crops that can minimise 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.
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 Education	Female < 18: 30,000	Male < 18: 30,000	CHF 1,492,667
			Total target: 60,000
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 to 50,000 children selected among the country's most economically disadvantaged families and most vulnerable households in the ten poorest districts, including children in the estates. School feeding programme for 100 schools for a five-month period targeting 10,000 students including schools in the estates. Sixty thousand female teenage students provided with sanitary napkins which is planned under WASH. 		

Enabling approaches

 National Society Strengthening	Female > 18: 290	Male > 18: 435	CHF 2,108,602
			Total target: 725
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"> Strengthening the capacity of 25 district branch networks and SLRCS headquarters, including training of staff and volunteers, on the required expertise to implement the operations across the country (725 staff and volunteers). Development of the SLRCS business continuity plan. Development of the SLRCS contingency plan. Scenario planning exercises to be prepared for a potential increase in the crisis. Recruit required expertise for the operation. 		

	<ul style="list-style-type: none"> • The capacity of volunteers on safer access principles is enhanced while the safety and security of volunteers is ensured through the provision of insurance schemes and training on risk management. • Introduce the preparedness for effective response (PER) approach to senior management and 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/road map to implement the identified priority preparedness actions. • The SLRCS will mobilise its volunteers for assessments, verification, and selection of the targeted population, and for the distribution of school packs and sanitary napkins.
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 Coordination and Partnerships			Integrated into all planned interventions and enablers
Objective:	Technical and operational complementarity is enhanced through cooperation among 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 the 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 ensure continuation and sustainability beyond the surge period. • Ensure linkages within the IFRC and various offices involved in this response on membership coordination. 2. Engagement with external partners <ul style="list-style-type: none"> • Coordination and engagement with external partners will be further strengthened. The SLRCS will continue to engage with the UN system by participating in HCT, ISCG meetings, IM, AAP, Food Security, Health and Cash working group meetings. • Continue briefings for donors, partners, and the diplomatic community on the operation. • Regular individual meetings with donors and the diplomatic community. • Provide periodic updates to external partners (and the membership) on the humanitarian situation with information from surveys with affected populations (see the CEA section). • Engagement with the private sector will be enhanced. • 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. • Engagement with Risk Communication and Community Engagement/AAP working groups. 		

3. Movement Cooperation

- Close cooperation with the ICRC will be ensured as civil unrest could escalate into violence and conflict.



IFRC Secretariat Services

CHF 400,000

Objective:

Strengthen the capacities of the Secretariat to ensure coordinated support to the SLRCS in responding to the complex emergency in Sri Lanka.

Priority Actions:

Human Resources

- All of the planned activities will be implemented by SLRCS staff and volunteers, the SLRCS has a trained team of Branch Disaster Response Teams (BDRT) in all of the district branches. The IFRC Sri Lanka Country Delegation 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 areas of Operations Management, Cash Coordination, and SEP.
- The IFRC also plans long-term support to the country team including or Operations, Finance, and PMER based on the needs of the operation.

PMER

- A Federation-wide approach will be maintained in planning, implementation, monitoring, reporting, and evaluation. Reporting and monitoring of the operation will be carried out under IFRC monitoring and reporting standards. Regular updates will be issued during the operation's timeframe, including a final report. The operation's monitoring teams will conduct field visits as needed and a final evaluation will be conducted to ensure accountability and effectiveness of the operation.

Logistics

- Logistics activities aim 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 IFRC's logistics standards, processes, and procedures. A mobilisation table has been launched to seek partner support for urgently needed medicines.

Finance

- The IFRC will provide the necessary support to the operation to review and validate budgets, timely fund transfers, offer technical assistance to the National Society regarding expense

justification procedures, and review and validate operational liquidations.

Security

- IFRC security plans will apply to all staff throughout the operation. 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 staff must, 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	Impacts	Mitigating steps
1. Low donor interest or support for the Emergency Appeal	High	<p>High</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. • Following-up on the three donor forums already conducted, organise another donor forum to share the revised Operational Strategy to highlight the changes in the context and needs, particularly the malnutrition issue.
2. 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 the 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.
3. Ongoing tensions continue to restrict SLRCS personnel movement and access to affected people	Low	<p>Low</p> <ul style="list-style-type: none"> • Low impact on staff and volunteers as tensions are not very significant currently. 	<ul style="list-style-type: none"> • Regularly advocate and communicate with local authorities to ensure access to deliver humanitarian assistance. • Keep donors informed on the challenges and potential operational delays.
4. Increasing inflation, job insecurity that affects the operation (IFRC and SLRCS)	Medium	<p>Medium</p> <ul style="list-style-type: none"> • Increased rate of migration to other countries due to economic hardships. • Increased demand for operational resources due to inflation. 	<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.

			<ul style="list-style-type: none"> 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.
6. Unavailability of commodity stocks in the local market due to the volatile situation within the country and international supply chain disruptions	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 could upset the distribution plan or ongoing programmes planned for this operation. 	<ul style="list-style-type: none"> Take into consideration the dual mode of procuring goods, locally and internationally, while sourcing the items. Early groundwork will save time just in case there is a need to switch the modality at a later date. Advocate early planning of the items required to the programme and operations team considering the volatile situation within the country to ensure the procurement team has sufficient time to source the best modality to procure the required items. Country Delegation to work with the government for pre-approvals/waivers to expedite and ease importation formalities to the country.
7. In-Kind donation of medicines	High	<p>High</p> <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 take 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.
8. The risk of natural hazards affecting and delaying the operation	Medium	<p>Medium</p> <p>Transport disruptions due to blocked roads could delay the distribution of relief items.</p> <p>SLRCS staff and volunteers will not be able to conduct needs assessments and other monitoring visits as planned.</p>	<ul style="list-style-type: none"> Closely monitor the weather forecast, prepare contingency measures, and use alternative roads to reach destinations. Plan the assessments and distributions avoiding the severe weather conditions or peak of the monsoon seasons.
9. Delay in the procurement process	Medium	<p>Medium</p> <p>Procurement of food items need additional quality checks which could delay the operation.</p> <p>Procurement of large quantities exceeding CHF 50,000 need</p>	<ul style="list-style-type: none"> Plan procurements well in advance per the committed funding. Factor the additional time taken for the activity planning and scheduling, and implement field activities accordingly. Involve extra procurement HR to manage the caseload.

		additional approvals and may delay the operation.	
10. Inadequate HR capacity at SLRCS and IFRC	Medium	Medium The current staff could be overloaded with the additional workload and stretched too much leading to severe stress and associated health issues.	<ul style="list-style-type: none"> Recruit additional staff with the required expertise to cover the increase in the workload. Hire interns/volunteers to cover some of the less complicated work and to distribute the workload.

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 as planned in the original Operational Strategy. An emphasis will also be placed on rationalising resources according to need, whilst remaining flexible and adaptive to the dynamic and complex emergency context. This will be part of the shared vision among the Red Cross Red Crescent Movement to consolidate, streamline, and link the common services or support that is currently being provided.

Regular monitoring and evaluation (M&E) 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 be on-hand to oversee program 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.

Cross-cutting CEA and PGI approaches will continue to complement and strengthen sectoral programming regarding accountability to targeted communities.

The following key indicators will be tracked:

Sector/Area	Indicators	Targets
Livelihoods	<i># of people supported with livelihoods restoration and strengthening economic activities</i>	120,000
Multi-Purpose Cash	<i># of people reached with food assistance or cash for basic needs</i>	375,000 people (75,000 households)
Health & Care	<i># of people reached with emergency FA/clinical health care services during emergencies</i>	250,000
	<i># of people reached with mental health and psychosocial support</i>	1,000
	<i># of National Society staff and volunteers trained in Psychological First Aid (PFA) skills.</i>	625
	<i># of hospitals reached by the National Society with provision of medicines to reduce relevant health risk factors</i>	25

WASH	<i># of litres of water distributed (cumulative)</i>	24 million
	<i># of female students provided with sanitary napkins</i>	60,000
	<i># of awareness campaigns/cleaning drives/environmental sanitation activities conducted</i>	20
PGI	<i># of households selected for implementation of multipurpose cash programming following a PGI sensitive data analysis</i>	75,000
	<i># of people reached by PGI services</i>	375,000
	<i># of Child Safeguarding Risk Analyses conducted</i>	1
	<i># of staff and volunteers provided with training on PGI in emergencies, including minimum standards and SGBV prevention and response</i>	100
	<i># of provincial level SGBV/VAC referral pathways identified or developed</i>	9
	<i># of PGI related policies developed or updated</i>	2
CEA	<i># of people reached through risk communication and community engagement activities</i>	375,000
	<i># of staff and volunteers trained for CEA</i>	100
Migration	<i># of migrants reached with assistance to meet their basic needs</i>	500
Risk Reduction, Climate Adaptation and Recovery	<i># of staff and volunteers trained on Disaster Risk Reduction (DRR) and Climate Change adaptation (CCA)</i>	50
Education	<i># of affected children provided with school packs</i>	50,000
	<i># of children provided with school meals</i>	10,000
National Society Capacity Strengthening	<i># of staff and volunteers recruited and inducted to implement response</i>	625
	<i># of volunteers trained on core disaster management areas</i>	625
Coordination and Partnerships	<i>The operation demonstrates evidence of an effective and coordinated international disaster response</i>	Yes
Secretariat Services	<i># of surge deployments</i>	6
	<i># of key messages/statements to profile/safeguard the SLRCS response</i>	10

FUNDING REQUIREMENT

Federation-wide funding requirement*

Federation-wide funding requirement including the National Society domestic target, IFRC Secretariat, and the Participating 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 Federation-wide funding requirement, refer to section: Federation-wide Approach

Breakdown of the IFRC secretariat funding requirement



OPERATIONAL STRATEGY

**MDRLK014 - Sri Lanka
Emergency Appeal - Complex Emergency**

FUNDING REQUIREMENTS

Planned Operations	25,308,000
Shelter and Basic Household Items	0
Livelihoods	4,484,000
Multi-purpose Cash	15,928,000
Health	2,193,000
Water, Sanitation & Hygiene	899,000
Protection, Gender and Inclusion	37,000
Education	1,590,000
Migration	128,000
Risk Reduction, Climate Adaptation and Recovery	22,000
Community Engagement and Accountability	27,000
Environmental Sustainability	0
Enabling Approaches	2,692,000
Coordination and Partnerships	0
Secretariat Services	426,000
National Society Strengthening	2,266,000
TOTAL FUNDING REQUIREMENTS	28,000,000

all amounts in Swiss Francs (CHF)

Contact information

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

At the Sri Lanka Red Cross Society

- Mahesh Gunsekera, Director General; email: mahesh.gunasekara@redcross.lk
- Damitha Chanaka, Assistant Manager DM; email: damitha.chanaka@redcross.lk

At the IFRC Country Cluster Delegation, Delhi

- Udaya Regmi, Head of CCD Delhi; email: udaya.regmi@ifrc.org
- Meenu Bali, Manager-Programmes, CCD Delhi; email: meenu.bali@ifrc.org
- Naduni Abayasiriwardana, Officer-in-charge, Sri Lanka; email: naduni.abayasiriwardana@ifrc.org

At the IFRC Asia Pacific Regional Office, Kuala Lumpur

- Alexander Matheou, Regional Director; email: alexander.matheou@ifrc.org
- Joy Singhal, Head of Health, Disaster, Climate, and Crisis; email: joy.singhal@ifrc.org
- Mahfuja Sultana, Operations Coordinator; email: Opscoord.SouthAsia@ifrc.org
- Nuraiza Khairuddin, Senior Officer, Regional Logistics; email: nuraiza.khairuddin@ifrc.org
- Afrhill Rances, Regional Communications Manager; email: afrhill.rances@ifrc.org

At IFRC Geneva

- Christina Duschl, Senior Officer, Operations Coordination; email: christina.duschl@ifrc.org

For IFRC Resource Mobilisation and Pledges support

- At the IFRC Asia Pacific Regional Office: Rachna Narang, Senior Officer, Strategic Engagement and Partnerships; email: partnershipsEA.AP@ifrc.org

For Performance and Accountability support (planning, monitoring, evaluation, and reporting enquiries)

- At the IFRC Asia Pacific Regional Office: Alice Ho, Head of PMER and Quality Assurance; email: alice.ho@ifrc.org

Reference documents



Click here for:

- [Previous Appeals and updates](#)
- [Link to IFRC Emergency landing page](#)

How we work

All IFRC assistance seeks to adhere the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief, the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable, to **Principles of Humanitarian Action** and **IFRC policies and procedures**. The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.