



Evaluation of the Complex Emergency Operation and Assessment of the Unmet Needs in Sri Lanka

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Foreword

The economic crisis that has gripped Sri Lanka had profound implications for its people, testing the resilience of communities and the capabilities of humanitarian organizations. This report presents a comprehensive evaluation of the Sri Lanka Red Cross Society's (SLRCS) emergency response to the crisis and an assessment of the ongoing needs that remain unmet.

This evaluation has been conducted by an independent team, ensuring an objective review of the SLRCS's strategies, interventions, and their impacts. The findings and recommendations presented here are intended to guide future humanitarian actions and strategic adjustments to enable the Sri Lanka Red Cross Society and Movement Partners to better address the complex challenges faced by the Sri Lankan population during such crises and beyond.

As we present this report, it is our hope that the lessons learned, and the recommendations provided will serve as a catalyst to enable SLRCS to provide more effective and sustainable humanitarian interventions in the future. By reflecting on the experiences and feedback documented here, we can work towards building a more resilient and responsive framework for humanitarian aid in Sri Lanka and beyond.

Acknowledgement

The evaluation team would like to extend our heartfelt gratitude to everyone who contributed to the success of the evaluation of the Complex Emergency Operation and Assessment of the Humanitarian Needs in Sri Lanka.

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SLRCS and Movement Partners have contributed to addressing humanitarian needs. The collective efforts of all involved have highlighted the importance of collaboration, resilience, and community-focused approaches in humanitarian work.

Thank you.

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Abbreviations

AAP	Accountability to Affected Population
CO	Country Office
CPD	Country Program Documents
CPI	Consumer Price Index
CRC	Convention on the Rights of the Child
CVA	Cash and Voucher Assistance
DAC	Development Assistance Committee
DAF	Dynamic Amplification Factors
DFAT	Department of Foreign Affairs and Trade
DM	Disaster Management
DMC	Disaster Management Cycle
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DOJF	Disability Organizations Joint Front
EC	European Commission
ECTP	Emergency Cash Transfer Project
EHA	Evaluation Humanitarian Action
ERT	Emergency Response Team
EU	European Union
FAO	Food and Agriculture Organization
FCDO	Foreign, Commonwealth & Development Office
FGDs	Focus Group Discussions
GBV	Gender-Based Violence
GLC	Global Logistics Cluster
HAP	Humanitarian Action Plan
HPP	Humanitarian Preparedness Plan
HRO	High-Reliability Organization
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red Cross
IDA	International Development Association
IFRC	International Federation of Red Cross and Red Crescent Societies
IMF	International Monetary Fund
INGO	International Non-Governmental Organization
IOM	International Organization for Migration
KIIs	Key Informant Interviews
LHD	Linking Humanitarian and Development
LKR	Sri Lankan Rupee
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MHPSS	Mental Health and Psychosocial Support
NCPA	National Child Protection Authority
NEA	US Representative of State Bureau of Near Eastern Affairs
NGO	Non-Governmental Organization
NWOW	New Way of Working
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Cooperation and Development
QCA	Qualitative Comparative Analysis
QDA	Qualitative Document Analysis
PLWD	People Living with Disability
PSS	Psychosocial Support
R&D	Research and Development
RO	Regional Office
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SLRCS	Sri Lanka Red Cross Society
ToC	Theory of Change

UCT	Universal Cash Transfer
UN	United Nations
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children's Fund
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNOHR	United Nations Human Rights Office
USD	US Dollars
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme
WoW	Way of Working

Executive Summary

This report presents the final evaluation and assessment of the Complex Emergency Operation and the Humanitarian Needs in Sri Lanka following the economic crisis of 2022. The crisis led to widespread poverty, food insecurity, and significant disruptions to public services. This report evaluates the humanitarian response by the Sri Lanka Red Cross Society (SLRCS) and the International Federation of Red Cross and Red Crescent Societies (IFRC) and examines the remaining and unmet humanitarian needs resulting from the prolonged economic emergency and the protracted crisis in Sri Lanka. The overall aim is to capture lessons learned and provide recommendations to inform the strategic direction and longer-term programs of the SLRCS and IFRC, identify opportunities, and guide future operations.

Purpose

The primary purpose of this evaluation is twofold:

- To evaluate the relevance, appropriateness, and outcomes of the humanitarian interventions under the MDRLK014 Sri Lanka Complex Emergency operation.
- To assess the ongoing and unmet humanitarian needs arising from Sri Lanka's prolonged economic crisis.

Scope

The evaluation covers several key areas:

- Performance Evaluation: Assessing the response strategies and implementation by the SLRCS and IFRC, focusing on the effectiveness of their interventions.
- Needs Assessment: Identifying populations still marginalized by the crisis and highlighting areas where ongoing assistance is required.
- Geographic and Demographic Coverage: Ensuring a comprehensive understanding of the crisis's impact on various population groups across urban, rural, and estate households in Sri Lanka.

Objective

The objectives of the evaluation and assessment are multifaceted:

- Strategic Recommendations: To capture lessons learned and provide recommendations that will inform the strategic direction and long-term programs of the SLRCS and IFRC, enhancing the effectiveness and sustainability of future humanitarian interventions.
- Guidance for Future Operations: To offer clear recommendations for future operations of the National Society and the IFRC network, particularly in similar economic crisis contexts, improving the quality and accountability of humanitarian efforts.
- Comprehensive Understanding: To provide a thorough analysis of both past interventions and current needs, ensuring a robust basis for strategic improvement and sustained humanitarian engagement.

Background

Context of the Crisis

Sri Lanka's economic crisis, triggered by a combination of long-standing economic mismanagement, external debt burdens, and the impact of the COVID-19 pandemic, escalated in 2022. The crisis led to shortages of essential commodities, hyperinflation, and a sharp increase in poverty levels. Despite some signs of stabilization, such as increased remittances and tourism, the situation remains dire for many, with high costs for food, healthcare, and housing, and ongoing negotiations to restructure substantial foreign debt.

Humanitarian Response

In response to the crisis, the SLRCS launched an emergency appeal targeting 500,000 people across 100,000 households, focusing on key areas such as food security, healthcare, water, sanitation, and hygiene (WASH), protection, gender, and inclusion (PGI), and education. The response aimed to mitigate the immediate impacts of the crisis while laying the groundwork for long-term recovery and resilience.

Methodology

The evaluation of the IFRC's interventions in Sri Lanka integrates a mixed-methods approach, combining quantitative and qualitative techniques to assess the effectiveness, relevance, and outcomes of humanitarian responses and to identify unmet needs. This methodology ensures a robust and ethical evaluation, providing valuable insights for strategic improvements and sustained humanitarian engagement.

Methodological Framework:

Aspect	Component	Description
Methodological Framework	Mixed-Methods Approach	Integrating field visits, interviews, focus groups, and case studies for a holistic view.
	Triple Nexus Approach	Assessing the intersection of humanitarian, development, and peacebuilding efforts.
	Gender Mainstreaming	Ensuring gender-sensitive analysis and equitable support.
Data Collection and Analysis	Key Informant Interviews and FGDs	Engaging with stakeholders for comprehensive insights.
	Quantitative Surveys	Structured questionnaires for demographic and impact assessment.
	Case Studies	Documenting detailed intervention narratives.
	Advanced Analytical Strategies	Utilizing statistical and thematic analysis tools.
Ethical Considerations	Informed Consent	Ensuring voluntary and confidential participation.
	Cultural Sensitivity	Respecting local customs during data collection.
Reporting	Preliminary Findings	Workshops for stakeholder feedback.
	Final Report	Detailed findings and recommendations for future interventions.

Evaluation Field Data Collection Overview:

Area	Branch	KII Branch	FGD Volunteers	FGD/KII Communities /Case studies
Western	Colombo	X	X	Daily Workers
	Kalutara	X	X	Multipurpose Cash/Conditional Livelihood Cash
North/Western	Puttalam	X	X	Floods Affected
	Kurunegala	X	X	Conditional Livelihood Cash/Food Security
Northern	Mullaittivu	X	X	
	Trincomalee	X (online)		
Central	Vavuniya	X	X	Multipurpose Cash/Conditional Livelihood Cash
	Nuwera Eliya	X	X	School Feeding/Multipurpose Cash Estate Community
Central/Eastern	Badulla	X	X	Child Health Clinique/SAM
South/Eastern	Monaragala	X	X	School Feeding
Southern	Galle	X (online)		

Needs Assessment Method Overview:

Needs Assessment Methodology and Framework

Survey methodology

- Multi-stage stratified survey and 'estates' case study.
- Stratification based on ethnicity and urban/rural split.
- Purposeful selection of six districts; random/systemic/convenience sampling at DS/GN/HH levels.
- Data analysed with R software using multilevel regression models.
- Comparative analysis with the 2022 needs assessment survey.

Data collection

- Questionnaires developed, translated, and formatted (Kobo platform).
- 550 urban, 829 rural HHs, 113 estates HHs.
- Focus group discussions (FGDs) and key informant interviews (KIIs) conducted to provide context and complement survey data.

Focus Group Discussions

- Four FGDs conducted with purposeful sampling to ensure diverse participation.
- Semi-structured moderation focusing on food security, livelihoods, health, and protection.

Key Informant Interviews

- Eleven KIIs with individuals having informed perspectives on the crisis.
- Included government officials, trade union representatives, and a thematic approach, based on 2022 answers, with flexibility for spontaneous probing.

Limitations

- Not statistically representative of the entire nation.
- Higher margin of error due to smaller sample sizes.
- Excludes broader macroeconomic or political considerations.

Navigating Crises: A Thematic Analysis of Red Cross Interventions and Assessment of Unmet Needs in Sri Lanka Amidst Economic Turmoil

The evaluation highlighted significant achievements in providing immediate relief and improving food security, healthcare access, and educational support. However, challenges such as funding gaps, logistical issues, and the need for enhanced planning and community engagement were also identified. A previous mid-term evaluation also emphasized the importance of adaptable and community-focused strategies to address the evolving needs of the affected populations.

The needs assessment shows a slight overall improvement from 2022 to 2024, with affected households decreasing from 95 to 84 per cent. Despite this, significant challenges persist, especially for low-income, rural, and estate households, and those affected by concurrent disasters. Food insecurity remains high, with 52 per cent of urban, 48 per cent of rural, and 61 per cent of estate households experiencing worsened access. Financial instability continues to push households into debt, relying on negative coping strategies like selling assets and taking loans. While healthcare access has improved,

mental health issues, domestic violence, and substance misuse have risen. Community safety concerns have also escalated, with increased theft, violence, and drug use.

The executive summary evaluates the Red Cross interventions in Sri Lanka during the economic crisis, focusing on what worked, what did not work, and the pros and cons for each type of intervention.

Evaluation Findings

Types of Interventions

Area	What Worked	What Did Not Work	Pros	Cons
Multi-pronged Emergency Aid	The multi-faceted approach, including monetary assistance, food security initiatives, and essential supplies distribution, provided immediate relief and short-term stabilization.	Resource constraints limited the reach, coverage, and adequacy of supplies. Limited resources significantly hindered the ability to scale interventions effectively, leading to insufficient supplies and inadequate support across many areas. This pervasive issue affected the implementation and success of various programs, demonstrating a consistent and significant barrier across different initiatives. The recurring nature of this problem highlights the need for more robust resource allocation and management strategies in future efforts. The consistent mention of resource constraints in the findings underscores its critical impact on the overall efficacy of the interventions.	Addressed immediate needs efficiently; inclusion of often-overlooked items like sanitary products and school supplies.	Logistical and financial constraints restricted the full potential of aid delivery.
Educational and Nutritional Support	School feeding programs and educational support ensured children remained in school and received better nutrition, mitigating long-term socio-economic impacts.	Inconsistent implementation and resource allocation affected program effectiveness.	Directly impacted long-term outcomes for children; crucial in regions where educational disruption has long-	Challenges in maintaining consistent support and managing resources efficiently.

			lasting effects.	
Health Initiatives	Distribution of first aid kits and health and hygiene awareness programs addressed immediate health needs and contributed to longer-term public health goals.	Logistical issues and resource scarcity limited the reach of health initiatives.	Prevented secondary health crises; promoted long-term health awareness and practices.	Limited by logistical constraints and availability of resources.

Challenges Encountered and Strategic Considerations

Area	Aspect	What Worked	What Did Not Work	Pros	Cons
Cultural Sensitivity and Community Engagement	Program Acceptance	Engaging with diverse communities and addressing cultural sensitivities were crucial for program acceptance.	Difficulties in implementing culturally appropriate programs for all segments of the population.	Improved program acceptance and relevance through culturally sensitive approaches.	Challenges in addressing all cultural and ethnic diversities equally.
Community Impact and Feedback	Immediate Relief and Positive Reception	Communities appreciated the immediate aid provided, highlighting the effectiveness in meeting acute needs.	Some feedback indicated areas needing improvement in terms of reach and adequacy of aid.	Immediate relief was well-received and met critical needs effectively.	Limited reach and adequacy of aid in some areas.
	Demand for Long-Term Solutions	Feedback emphasized the need for long-term solutions addressing root causes of vulnerability.	Short-term relief efforts sometimes overshadowed the focus on sustainable solutions.	Highlighted the importance of sustainable development and long-term resilience.	Immediate relief overshadowed the need for long-term planning in some instances.
Future Directions and Strategic Recommendations	Focus on Sustainability and Resilience	Integrating short-term relief with long-term developmental goals showed	Lack of a clear framework for integrating emergency responses with	Ensures sustainable recovery and resilience	Requires a clear and actionable

		promise in building resilience.	long-term development.	against future crises.	framework for effective integration.
	Strengthened Partnerships and Inclusive Planning	Collaboration with a broader range of stakeholders improved resource mobilization and program implementation.	Inconsistent involvement of community members in planning processes.	Enhanced collaboration and resource sharing through partnerships.	Need for more consistent and inclusive community involvement.
	Enhanced Monitoring, Evaluation and Feedback	Robust monitoring and evaluation frameworks helped assess intervention effectiveness.	Gaps in systematic evaluation and feedback mechanisms.	Ensures lessons learned inform future practices.	Requires continuous improvement in evaluation mechanisms.
Strategic Recommendations for Future Initiatives	Enhanced Training and Preparedness	Training programs equipped volunteers with necessary skills for diverse crisis scenarios.	Gaps in comprehensive preparedness programs.	Better prepared volunteers for future crises.	Need for more comprehensive and continuous training.
	Long-Term Community Engagement Strategies	Continuous support and empowerment initiatives improved community resilience.	Inconsistent engagement and support mechanisms.	Promotes sustainable development and resilience.	Requires more consistent and long-term engagement strategies.
Partners and Stakeholders	Collaboration	Collaboration among World Vision, UNICEF, Save the Children, UNDP, World Food Program, and other local partners improved resource mobilization and program implementation.	Coordination and data sharing among different humanitarian actors were challenging.	Enhanced effectiveness through collaborative efforts.	Need for better coordination and data sharing systems.

Reflections

The evaluation highlights the need for enhanced collaboration, improved data sharing, and aligned strategic objectives to deliver effective and sustainable humanitarian aid. Future efforts should emphasize both immediate relief and long-term resilience building, requiring committed partnerships, innovative approaches, and a concerted focus on sustainability.

Evaluation Analysis – Applying EHA Criteria

The evaluation assesses the interventions using the Evaluating Humanitarian Action (EHA) criteria of Relevance and Appropriateness, Connectedness, Coherence, Coverage, Efficiency, Effectiveness, Impact, and Sustainability. The primary goal is to analyze the effectiveness of SLRCS's initiatives in mitigating the crisis's impacts on vulnerable populations and to provide insights for future improvements.

Evaluation of SLRCS Humanitarian Action

Relevance and Appropriateness

SLRCS interventions were well-aligned with the needs of the affected populations. The response included monetary assistance, food security initiatives, health interventions, and the provision of essential supplies such as sanitary products and school supplies.

Positive Outcomes:

- **Alignment with Needs:** The interventions effectively addressed the multifaceted needs arising from the crisis, emphasizing health, nutrition, and education continuity.
- **Community Engagement:** Effective engagement with communities helped tailor the interventions to specific needs, enhancing their relevance.

Negative Outcomes:

- **Resource Limitations:** The scope of interventions was sometimes limited by resource constraints, impacting the reach and adequacy of the aid.
- **Feedback Adaptation:** While community feedback was generally positive, some areas highlighted the need for more sustainable, long-term solutions, indicating a gap in addressing deeper-rooted vulnerabilities.
- **Cultural Sensitivity:** there were some difficulties in implementing culturally appropriate programmes. The design was appropriate as it intended to embed cultural considerations, however, practically, the implementation proved difficult.

Connectedness

The response efforts were designed with both immediate relief and long-term development goals in mind. Initiatives such as school feeding programs, health awareness campaigns, and economic empowerment through local farming practices were aimed at fostering resilience.

Positive Outcomes:

- **Integration with Development Goals:** Programs were integrated with long-term public health and socio-economic objectives, enhancing community resilience.
- **Empowerment Programs:** Economic empowerment initiatives, such as enhancing local farming practices, contributed to sustainable development.

Negative Outcomes:

- **Strategic Adjustments:** The need for better logistical planning and resource management was evident to support sustainable outcomes.

Coherence

SLRCS's response aligned with international humanitarian principles and standards, such as those outlined by the International Federation of Red Cross and Red Crescent Societies (IFRC) and the United Nations Sustainable Development Goals (SDGs). Collaboration with international and local NGOs ensured a coordinated and synergistic response.

Positive Outcomes:

- **Adherence to Standards:** The response adhered to core humanitarian principles of neutrality, impartiality, and independence.
- **Global Collaboration:** Effective collaboration with international bodies enhanced resource mobilization and program implementation.

Negative Outcomes:

- **Coordination Gaps:** Despite overall coherence, there were occasional coordination gaps with other humanitarian actors, leading to duplication of efforts or missed opportunities for synergy.
- **Policy Alignment:** Aligning with broader policies sometimes slowed down the response due to bureaucratic processes.

Coverage

The interventions covered a wide geographic area, including Colombo, Monaragala, Nuwara Eliya, Kurunegala, Vavuniya, and Puttalam. SLRCS targeted various sectors, including health, nutrition, economic empowerment, and education.

Positive Outcomes:

- **Geographic Reach:** The wide geographic coverage ensured both urban and rural areas, including often under-served regions, such as the estate areas.
- **Sectoral Inclusivity:** Interventions spanned multiple sectors, addressing diverse needs from health and nutrition to economic empowerment and education.

Negative Outcomes:

- **Logistical Challenges:** Resource limitations and logistical issues sometimes hindered the effective reach of aid, particularly in remote or disaster-struck areas.
- **Inclusivity Issues:** Ensuring that all vulnerable groups were adequately covered remained a challenge, particularly in culturally diverse and geographically dispersed communities.

Efficiency

SLRCS utilized resources strategically to maximize impact. The diverse range of interventions and local engagement helped improve cost-effectiveness.

Positive Outcomes:

- **Cost-Effectiveness:** Efficient use of resources was evident in the tailored interventions that maximized impact per dollar spent.
- **Local Engagement:** Engagement with local suppliers and communities improved program efficiency and acceptance.

Negative Outcomes:

- **Resource Scarcity:** Persistent challenges in resource allocation and management impacted the efficiency of aid distribution.
- **Operational Challenges:** Logistical issues, such as transportation and distribution in flood-affected areas, posed significant hurdles to efficient response.

Effectiveness

The interventions met their immediate objectives, providing critical relief and supporting long-term community development.

Positive Outcomes:

- **Immediate Relief:** The interventions were effective in providing immediate relief, such as monetary assistance, food security, and essential supplies.
- **Educational and Health Impact:** Programs like school feeding and health initiatives significantly improved health and educational outcomes.

Negative Outcomes:

- **Resource Management:** Effective management of resources was a challenge, impacting the overall effectiveness of some interventions.
- **Sustainable Solutions:** Community feedback indicated a need for more sustainable solutions to address long-term vulnerabilities, beyond immediate relief efforts.

Impact

SLRCS's interventions had a significant impact on societal stability, health and nutrition, economic empowerment, and education.

Positive Outcomes:

- **Societal Stability:** Comprehensive emergency aid and capacity-building efforts enhanced societal stability and community resilience.
- **Health and Nutrition:** Health initiatives and school feeding programs improved long-term health and nutritional outcomes.

Negative Outcomes:

- **Economic Dependency:** Despite economic empowerment efforts, most communities remained dependent on external aid, highlighting the need for more robust economic resilience programs.
- **Educational Disruption:** Educational interventions were effective, but the long-term impact of educational disruption remain concern.

Sustainability

The focus on long-term outcomes and community involvement ensured the sustainability of the interventions.

Positive Outcomes:

- **Long-Term Benefits:** Some programs were designed for more long-term impact, such as school feeding, and conditional cash transfers for livelihood, as well as health initiatives that may improve future outcomes.
- **Community Capacity Building:** Local involvement in planning and execution-built community capacity and ownership, enhancing sustainability.

Negative Outcomes:

- **Resource Allocation:** Efficient management of limited resources remained a challenge, impacting the sustainability of some interventions.
- **Integration with Development Goals:** Better integration with broader development goals is needed to enhance sustainability and resilience.

Reflections

The SLRCS's response to the economic crisis in Sri Lanka was comprehensive, addressing both immediate and long-term needs. The interventions were relevant, coherent, and covered a wide range of geographic and sectoral areas. Positive outcomes included alignment with community needs, effective use of resources, and significant impacts on health, education, and economic resilience. However, challenges such as resource limitations, logistical issues, and the need for sustainable, long-term solutions were identified. Moving forward, refining strategies, strengthening partnerships, and integrating humanitarian efforts with broader development goals will be vital to maximizing the effectiveness and sustainability of future interventions.

Findings Unmet Needs Assessment

The assessment offers insights into the ongoing and unmet humanitarian impacts of the crisis, primarily in the fields of food security and livelihoods, health and protection, and related areas at the community level, in line with the concerns of the International Red Cross and Red Crescent Movement.

There has been a reduction in the proportion of households affected by Sri Lanka's economic crisis, dropping from 95 per cent in 2022 to 84 per cent in 2024, with improvements observed across rural, urban, and estate households. However, despite this improvement, vulnerable groups, particularly those in rural and estate areas and those with low income continue to experience underlying challenges.

Food security, nutrition, and livelihoods

General Impacts: The ongoing economic crisis has severely impacted food security and livelihoods across all geographic and demographic groups.

- Financial vulnerabilities and debt levels have risen significantly.

- Increased living costs, reduced incomes, and insufficient social support have strained many households.
- Food insecurity remains prevalent, causing malnutrition and adversely affecting children's growth and development.
- Low-income households, those affected by concurrent disasters, and those living in estates are among the most affected groups.

Household income changes: The proportion of urban households in the bottom income brackets fell from 33 per cent (January 2022) to 15 per cent (May 2024), rural lower-income households rose from 17 per cent to 23 per cent, and the proportion of estate middle-income households increased.

Rising costs: Essentials such as food, water, and electricity have risen in cost, outpacing stagnant household incomes, and decreasing purchasing power, particularly for lower-income and vulnerable households. Middle-income families continue to fall into poverty due to rising costs.

Food and nutrition: High food costs and reduced incomes are major factors contributing to continued decreased food access. In May 2024, 52 per cent of urban, 48 per cent of rural, and 61 per cent of estate households reported worsened access to food due to the crisis. Worsening nutrition for children was reported by 39 per cent of urban, 46 per cent of rural, and 63 per cent of estate households.

Coping strategies: Households have adopted negative coping strategies to provide food, such as reducing non-food expenditure, spending savings, buying food on credit, taking new loans, and selling household assets. Positive coping strategies include increased home gardening, livestock rearing, and fishing.

Indebtedness: A high proportion of households across urban, rural, and estate areas are in debt due to the crisis, with increases in borrowing since 2022. Over 70 per cent of households affected by natural disasters, those receiving Samurdhi, female-headed households, and households with incomes below 10,000 LKR per month are now in debt because of the crisis. There are increasing concerns about unsustainable debt, and more people are being pushed towards informal loans and local money lenders, increasing financial instability.

Health

General impacts: Health has generally improved since 2022, but vulnerable groups continue to face significant challenges.

- Estate households saw major improvements in healthcare access.
- Despite overall improvements, the crisis has led to deteriorating mental health, increased domestic violence, and a rise in substance misuse.
- The poorest and most vulnerable households have been consistently most affected.

Self-reported health: In 2024, 39 per cent of respondents (excluding estates) and 50 per cent of estate respondents reported worse health compared to the crisis peak in 2022/2023. The most affected were households earning less than LKR 10k, those affected by natural disasters, female-headed households, households with Samurdhi, and those with a person with a disability.

Access to healthcare: In 2024, 26 per cent of all households (excluding estates) and 12 per cent of estate households could not access needed healthcare services, an improvement from 2022 (33 per cent and 61 per cent, respectively). Mental health services, major surgery, and obtaining medicine were among the most affected areas. Persistent drug shortages in government hospitals (and higher costs at commercial pharmacies) and the migration of healthcare professionals resulted in significant healthcare challenges. Increased incidence of non-communicable diseases, driven by poor nutrition and high

medication costs, was noted, and over one-third of those surveyed perceived worsened access to menstrual hygiene products, especially in households earning less than LKR 10k per month.

Psychosocial issues: The misuse of locally produced drugs, such as homemade liquor and cannabis, other illegal intoxicants and high doses of prescription drugs are on the rise. Unemployment and financial struggles have exacerbated psychological problems and domestic violence.

Protection, gender, and inclusion

General impacts: In 2024, a majority of urban, rural and estate households report that community safety and security have continued to worsen or have not improved since the peak of the crisis.

- Over 50 per cent of households earning less than LKR 10k per month, those affected by natural disasters, and female-headed households believe that their safety and security situation is now worse than in 2022.
- There is increasing concern about thefts, robberies, family violence, and commercial sex work, driven by economic pressures and drug addiction.
- High-income households (earning LKR 80k or more) reported fewer negative perceptions of these issues.

Violence against women and children: Issues such as physical and sexual violence against children, access to medical and mental health services for survivors, and the risk of early marriage were highlighted. Low-income households and those affected by natural disasters were among the most affected.

Migration and vulnerability: The migration of parents, particularly mothers, for work abroad has left children unprotected and vulnerable to harmful behaviors. Increase in family violence were attributed to job loss, rising prices, and drug use, particularly among daily workers.

Drug use and community insecurity: Rising costs of legal intoxicants have driven individuals towards cheaper illegal alternatives like cannabis and homemade arrack. Increased drug use among youths, particularly in town areas, has exacerbated theft, violence, and community insecurity. Drug dealers targeting school children with cheap, dangerous substances have heightened community safety risks.

Education: There are concerns about young people being drawn into commercial sex work to support their families or the cost of higher education. Financial pressures have forced some students to drop out of school and enter the job market prematurely. The shift to online education since the COVID-19 pandemic has further disrupted learning due to lack of equipment, low connectivity, and frequent power outages.

Triple Nexus Framework

The "Triple Nexus" conceptual framework represents a comprehensive approach to integrating humanitarian aid, development, and peace efforts. This framework is particularly relevant in addressing complex challenges in crisis-affected areas by fostering synergies among these three sectors. Key components include integration of efforts, complementarity, flexibility, inclusive planning, resource allocation, local relevance, monitoring, advocacy, and responding to global challenges.

Framework Overview - Integration of Efforts and Strategic Principles

Area	Aspect	What Worked	What Did Not Work	Pros	Cons
Integration of Efforts	Policy Shifts and Coordination	Effective integration requires policy shifts and enhanced coordination across sectors to achieve sustainable outcomes.	Challenges traditional silos, promoting a unified strategy.	Promotes a unified strategy.	Challenges traditional silos.
Complementarity	Interventions Support	Ensures interventions in one sector support rather than undermine efforts in another.	Requires shared understanding and respect among practitioners with different objectives and methodologies.	Supports complementary efforts across sectors.	Requires mutual understanding among diverse practitioners.
Flexibility and Adaptability	Program Adaptability	Programs must be adaptable to address immediate needs while supporting long-term goals.	Flexible funding and programming are essential to respond to dynamic crises.	Addresses both immediate and long-term needs.	Requires flexible funding and programming.
Inclusive Planning and Implementation	Joint Planning Structures	Joint planning structures and inter-agency collaboration are critical.	Overcoming bureaucratic and cultural differences enables a holistic response.	Facilitates holistic responses.	Requires overcoming bureaucratic and cultural differences.
Resource Allocation and Conflict Resolution	Integrated Funding Mechanisms	Integrated funding mechanisms are necessary to balance competing interests and needs.	Robust negotiation skills are required for effective multi-sector responses.	Balances competing interests and needs.	Requires strong negotiation skills.
Local Relevance and Engagement	Tailored Approaches	Tailoring approaches to local contexts ensures effectiveness.	Strong local partnerships and knowledge are vital.	Ensures local relevance and effectiveness.	Dependent on strong local partnerships and knowledge.
Monitoring, Evaluation, and Learning	Integrated Frameworks	Integrated frameworks assess the impact of interventions	Continuous improvement and learning	Supports continuous improvement	Requires robust integrated frameworks.

		and guide adaptive management.	across sectors are supported.	and adaptive management.	
Advocacy and Policy Influence	Strategic Advocacy	Strategic advocacy and evidence-based policy engagement are needed to influence systemic changes.	Promotes the benefits of the Triple Nexus approach among stakeholders.	Influences systemic changes through evidence-based advocacy.	Requires strategic advocacy efforts.
Response to Global Challenges	Agility and Innovation	Must remain agile and innovative to address emerging challenges like climate change and pandemics.	Embracing new methodologies and technologies enhances collaboration.	Enhances collaboration through new methodologies and technologies.	Requires agility and innovation to address emerging challenges.

Application to SLRCS

The Triple Nexus framework addresses Sri Lanka's unique challenges, including economic collapse, conflict history, natural disasters, and development disparities. Emphasizing synchronized efforts ensures immediate aid supports long-term goals.

Conceptual and Analytical Frameworks

Area	Aspect	What Worked	What Did Not Work	Pros	Cons
Conceptual Framework Integration	Humanitarian Efforts	Address urgent needs like food insecurity and healthcare through rapid interventions and flexible funding.	Rapid interventions sometimes lack sustainability.	Meets urgent needs effectively and flexibly.	May not address long-term sustainability.
	Development Initiatives	Promote sustainable livelihoods and educational programs to reduce dependency on aid.	Long-term initiatives may require substantial initial investment.	Reduces dependency on aid through sustainable livelihoods and education.	Requires significant initial investment.

	Peacebuilding Efforts	Engage communities and ensure inclusive strategies for marginalized groups.	Inclusive strategies can be challenging to implement uniformly.	Promotes peace and inclusivity in community engagement.	Difficult to implement uniformly across diverse communities.
Analytical Framework Implementation	Causal Analysis	Identify crisis drivers and their outcomes, recognizing feedback loops between interventions.	Comprehensive causal analysis can be resource-intensive.	Provides a clear understanding of crisis dynamics and intervention impacts.	Requires substantial resources for thorough analysis.
	Multi-Level Analysis	Focus on individual, regional, and national levels to align strategies with local needs and global trends.	Aligning strategies at multiple levels can be complex.	Ensures strategies are aligned with both local needs and global trends.	Complexity in aligning multi-level strategies.

Future Interventions

Based on past evaluations and unmet needs assessments, future actions should focus on:

Enhanced Coordination: Establish robust mechanisms for integrating efforts across sectors through joint planning and implementation structures. Coordination and collaboration with UN-agencies, INGOs, NGOs, and authorities.

Community-Centric Approaches: To enhance local ownership and resilience, community-centric approaches involve engaging communities in designing and implementing interventions tailored to their specific contexts. Urban, rural, and estate areas each have unique needs that require different approaches. The SLRCS response initially used a streamlined intervention model. However, recommendations suggest that a more tailored approach could improve effectiveness by addressing the distinct challenges of each community. Integrating community feedback and focusing on local issues would foster greater local ownership and resilience, moving away from a one-size-fits-all model.

Area	Specific Needs	Intervention Strategies
Urban Areas	Focus on infrastructure development, addressing housing shortages, and improving access to essential services like healthcare, education, and sanitation.	Initiate urban planning projects, develop affordable housing programs, and enhance public transportation systems. Promote community health initiatives and education programs tailored to urban settings.
Rural Areas	Emphasize agricultural development, access to clean water, and improving local education facilities.	Implement sustainable agricultural practices, develop irrigation systems, and support rural schools with better resources and teacher training programs. Encourage community-driven projects for clean water access and sanitation improvements.
Estate Areas	Advocate for land ownership rights, improve living conditions for estate workers, and ensure access to healthcare and education.	Launch advocacy programs for land ownership and worker rights. Develop housing improvement projects and ensure estate communities have access to mobile health clinics and education facilities.

Inclusive and Adaptive Programming: Developing flexible, inclusive programs that address the needs of all vulnerable groups is crucial for sustainable outcomes. Ensuring these programs are adaptable and inclusive supports every segment of society, especially the most vulnerable, for instance having adaptive strategies for similar interventions for addressing the needs of estate workers who have fewer options for improving their conditions, or persons with pre-existing health conditions who are highly dependent on treatment adherence for their survival and wellbeing. This connection between inclusion and sustainability creates a balanced approach, making programs effective, efficient, resilient, and equitable, resulting in long-lasting positive impacts for the entire community.

Aspect	Description
Holistic Support	Ensures all voices, especially marginalized ones, are heard, leading to comprehensive programs and long-term success.
Resource Optimization	Efficiently uses resources by addressing unique needs of different groups, promoting equity and preventing waste.
Community Resilience	Empowers all members, fostering belonging and participation, which builds a resilient and adaptable society.
Long-term Impact	Inclusive programs build trust and cooperation, ensuring continuous support and sustainable development.
Equitable Growth	Ensures benefits are shared equitably, preventing marginalization and promoting social cohesion and mutual support.

Monitoring and Evaluation: Implement integrated frameworks to continuously assess and adapt interventions based on impact insights.

By applying the Triple Nexus framework, future interventions in Sri Lanka can achieve coherence, sustainability, and impact, addressing the multifaceted nature of future crises while promoting long-term stability and development. Key lessons from recent evaluations suggest prioritizing an integrated, community-centered approach, emphasizing capacity building, and ensuring flexibility and

collaboration. This strategy is expected to enhance the sustainability and impact of interventions, even with limited additional funding for crisis response.

Lesson	Description
Community Involvement	Active involvement of local communities in planning and implementation. Example: Community training for irrigation system maintenance ensuring sustainability and ownership.
Capacity Building	Building local capacity through training in crisis management and development planning. Improved response and strengthened local governance.
Flexible Funding	Need for flexible funding mechanisms to adapt to changing circumstances. Example: Programs responding to sudden displacement or natural disasters without compromising long-term goals.
Collaborative Partnerships	Strong partnerships among international organizations, local NGOs, and government agencies. Example: Collaborative health initiative improving healthcare services and reducing duplication of efforts.
Monitoring and Evaluation	Continuous monitoring and adaptive management. Projects with regular feedback loops and real-time data adjustment were more resilient and effective.
Economic Empowerment	Focus on economic empowerment through vocational training and microfinance. Example: Microfinance initiative enabling women to start small businesses, enhancing economic stability and social cohesion.

Lessons Learned

Red Cross Awareness and Advocacy

Lessons Learned:

- Community awareness of the Red Cross is limited in areas without active disaster risk reduction and response interventions.
- Recent initiatives such as expanding School Red Cross Circles have shown positive results in promoting Red Cross principles and services.

Opportunities:

- Increase advocacy efforts in urban communities to enhance visibility and understanding of the Red Cross's work.
- Revitalize fundamental disaster risk reduction and preparedness interventions such as early warning systems and livelihood protection in communities where flooding is prevalent.
- Promote greater voluntarism amongst at-risk communities through formation of community-led groups to maintain relationship with the SLRCS branch units and to encourage community ownership.
- Collaborate with educational institutions to further expand awareness programs.

Challenges:

- Overcoming low community awareness in areas without active interventions.

- Ensuring consistent and effective communication of Red Cross principles and services.

Training and Capacity Building

Lessons Learned:

- Volunteers express a need for more training.
- The IFRC e-learning platform is a valuable resource, but language barriers exist.

Training Type	Description
PGI Training	Training focused on Policies, Guidelines, and Instructions (PGI) for volunteers.
Conflict Resolution	Skills to handle disputes and misunderstandings effectively.
Emergency Response	Procedures and actions to take during emergency situations.
Cultural Competency	Understanding and respecting diverse cultures and backgrounds.
Technical Skills	Proficiency in using specific software, tools, or equipment.
Leadership and Management	Techniques for leading teams and managing projects.
Communication Skills	Effective ways to communicate with team members and the community.

Opportunities:

- Translate key modules into Sinhala and Tamil to benefit a broader audience.
- Expand Protection, Gender, and Inclusion (PGI) training for volunteers to enhance effectiveness.
- Build a pool of volunteer-based trainers to deliver the translated training modules. This can be resourced and piloted in ongoing programs and operations.

To enhance the effectiveness of its volunteer training program and ensure all volunteers have access to essential knowledge and skills, the organization should focus on priority areas. To inform which modules to prioritize for translation into Sinhala and Tamil and for PGI training expansion, further assessment is needed. However below are some considerations when deciding on translation:

Step	Description
Identify High-Impact Modules	Focus on modules that are most frequently used and have the highest impact on volunteer activities. Examples include emergency response, conflict resolution, and community engagement.
Assess Volunteer Feedback	Gather insights from volunteers regarding which modules they find most challenging due to language barriers. Volunteers may indicate a need for translations in technical skills or leadership training.
Prioritize Core Training Areas	Ensure that essential training areas such as Protection, Gender, and Inclusion (PGI) are fully accessible to all volunteers. Modules on fundamental principles and practices of PGI should be prioritized.
Consider Cultural Relevance	Evaluate the cultural relevance of each module and prioritize those requiring contextual understanding, such as cultural competency and communication skills.
Phase Implementation	Develop a phased approach to translation, starting with the most critical modules and gradually expanding to include additional content. This ensures the most important training materials are available first.

Example	Priority Modules for Translation
Emergency Response	Procedures and actions to take during emergency situations.
Conflict Resolution	Skills to handle disputes and misunderstandings effectively.
Cultural Competency	Understanding and respecting diverse cultures and backgrounds.

Priority Modules for PGI Training Expansion	Description
Protection	Ensuring the safety and well-being of volunteers and the community.
Gender	Understanding and addressing gender-specific issues and needs.
Inclusion	Promoting inclusive practices that respect diversity and prevent discrimination.

Challenges:

- Limited access to training resources in local languages.
- Ensuring volunteers have adequate time to participate in training programs, and have opportunities to apply what they have learned.

Resource	Description
Time Management	Volunteers often juggle multiple responsibilities, including jobs, family commitments, and other obligations. It's crucial to consider flexible training schedules that can accommodate their busy lives.
Technological Access	Access to necessary technology such as computers, smartphones, and a stable internet connection is vital. Without these, participating in online training sessions can be difficult or impossible.
Financial Support	Some volunteers may require financial assistance to cover costs associated with training, such as transportation to training venues, data costs for online training, or even basic needs to free up their time for participation.
Emotional and Mental Support	Volunteering can be demanding and stressful. Providing emotional and psychological support resources, such as counseling services or peer support groups, can help volunteers maintain their well-being and stay committed to the training.
Physical Space	Having a quiet, dedicated space to focus on training without distractions is essential for effective learning. Volunteers may need access to community centers or other facilities where they can engage in training without interruptions.

Land Ownership Assistance

Lessons Learned:

- Land ownership issues are significant for farmers, affecting agricultural development.

Opportunities:

- Partner with UNDP to aid in navigating district authority processes for land ownership clarification.
- Replicate successful models of land allocation for internally displaced persons (IDPs).

Challenges:

- Navigating complex bureaucratic processes for land ownership.
- Ensuring equitable land distribution to local farmers.

Advancement in Agriculture

Lessons Learned:

- Innovative and organic farming practices have proven beneficial.

Opportunities:

- Encourage mixed cropping and nature-based solutions for consistent food production and livelihood security.
- Partner with FAO and the Ministry of Agriculture to adopt successful agricultural models.

Challenges:

- Scaling innovative agricultural practices across different regions.
- Addressing environmental challenges such as pests and natural disasters.

Funding for Branches

Lessons Learned:

- Branches face underfunding, affecting their ability to expand services.

Opportunities:

- Diversify income streams through partnerships with NGOs/INGOs, businesses, and government projects.
- Explore self-funding mechanisms like commercial first aid training and rental of building space.

Challenges:

- Limited resources and expertise for developing new funding strategies.
- Ensuring sustainable income sources to support long-term projects.

Expanded Emphasis on Regular Programming

Lessons Learned:

- Reactive crisis responses are insufficient for sustainable impact.

Opportunities:

- Shift focus on regular programming that includes mitigation, prevention, and preparedness measures.

To effectively address economic crises and compound risks like natural hazards, the focus should shift from emergency appeals and disaster relief emergency funds (DREFs) to regular programming emphasizing mitigation, prevention, and preparedness. This strategic shift aims to enhance community resilience and sustainability, reducing the need for repeated humanitarian responses.

Regular programs targeting economic stabilization are crucial for preventing vulnerabilities during economic downturns. This includes policies and initiatives supporting job creation, financial literacy, and economic diversification, strengthening communities' ability to minimize negative coping practices and withstand economic shocks.

Addressing compound risks requires a comprehensive approach considering interconnected threats. Regular programming should incorporate disaster risk reduction strategies such as early warning systems, community education on risk awareness, and infrastructure improvements to withstand environmental stressors.

Overall, a proactive and continuous effort to build resilient communities through sustainable programs is essential. This approach not only addresses immediate needs but also fosters long-term

resilience, preparing communities to better face economic crises and natural hazards while reducing reliance on humanitarian interventions.

- Establish a dedicated human resource team for fundraising multi-year programs.

Profile/Role	Responsibilities	Qualifications
Fundraising Specialist	Oversee strategy, manage major donors, coordinate departments	Experience in fundraising, leadership, communication, strategic mindset
Grant Writer	Write proposals, manage applications, maintain grant relationships	Writing, research, grant application experience, attention to detail
Donor Relations Specialist	Build donor relationships, manage communications, ensure retention	Interpersonal skills, customer relations, communication
Data Analyst	Analyze data, track progress, provide strategic insights	Analytical skills, data management experience, attention to detail
Volunteer Coordinator	Recruit, train, manage volunteers	Organizational and communication skills, volunteer management experience
Corporate Partnerships Manager	Secure corporate partnerships, manage sponsorships	Corporate relations experience, negotiation skills
Major Gifts Officer	Cultivate major donors, manage solicitations	Major gift fundraising experience, relationship-building skills
Annual Giving Coordinator	Manage annual campaigns, coordinate fundraising efforts	Annual giving experience, project management skills

Challenges:

- Resource constraints limiting long-term project engagement.
- Securing continuous funding for multi-year programs.

Expanded Youth Engagement Strategy

Lessons Learned:

- Need for a structured platform to engage and empower youth. Profiles of youth need to be clearly mapped to identify which specific knowledge and skills must be developed and how they can contribute to the SLRCS strategy. For instance, when youth volunteers outgrown their role as they entered the work force, there is no clear volunteer development plan that fits with their current abilities and capacities.

Opportunities:

- Develop a Junior Red Cross platform for recruiting and training young volunteers.
- Provide targeted training and engagement activities that align with the youths' personal and professional development.

Challenges:

- Ensuring consistent and effective youth engagement across different branches.
- Balancing recruitment and training with fostering leadership and commitment among young volunteers.

Expanded Partnerships for Nutritional and Menstrual Hygiene Support

Lessons Learned:

- Collaborations with international and local organizations can enhance support for nutritional and menstrual hygiene needs in schools.

Opportunities:

- Partner with WFP and Save the Children for school feeding programs.
- Collaborate with UNFPA for menstrual hygiene products and education.

Challenges:

- Ensuring sustained support and funding for these programs.
- Addressing cultural sensitivities and stigmas around menstrual health.

Elaboration on Conditional Cash Transfers (CCT)

Lessons Learned:

- Conditional cash transfer programs can achieve immediate social welfare objectives while promoting long-term sustainable outcomes.

Conditional cash transfer (CCT) programs can achieve immediate social welfare objectives while promoting long-term sustainable outcomes. However, the Red Cross does not typically support long-term CCTs. It may be more appropriate for agencies such as UNDP to address these needs. The Sri Lanka Red Cross Society (SLRCS), for instance, could contribute to needs assessments and targeting within the processes led by other agencies. There could also be opportunities for SLRCS to pilot multiyear CCT for climate-smart livelihoods and localized anticipation actions that aligned with the SLCRS's Early Action Protocols in areas where other agencies have not supported.

Although SLRCS has used conditional cash transfers in their responses, these efforts are primarily aimed at supporting longer-term development goals. It is a prudent strategy for SLRCS not to provide CCTs directly due to funding constraints. Instead, SLRCS can enhance the effectiveness of other agencies' CCT programs by leveraging their strengths in needs assessments and grassroots access. This approach aligns with requests from other organizations, recognizing the value of SLRCS's extensive volunteer network, which includes individuals from the communities they serve. Their local knowledge and data are crucial for accurate needs assessments, targeting, and ensuring the success of CCT initiatives by other stakeholders and potential partners.

Opportunities:

- Tie CCT programs to broader development projects led by organizations like UNDP.
- Conduct research and collaborate with UNDP to optimize CCT program design and implementation.

Challenges:

- Ensuring CCT programs are effectively integrated with national development strategies.
- Addressing potential dependencies on financial aid without fostering self-sufficiency.

Beneficiary Selection Integrity

Lessons Learned:

- Integrity in beneficiary selection is crucial to maintaining the principles of independence, impartiality, and neutrality.

Opportunities:

- Implement mechanisms for independent scrutiny, such as random household visits and third-party monitoring.
- Enhance transparency and community involvement in the selection process.

Challenges:

- Preventing undue influence from government authorities in beneficiary selection.
- Ensuring consistent application of selection criteria across different regions.

Long-term Development Focus

Program Type	Description	Examples
School-Based Distribution	Programs within schools to ensure students have access to menstrual hygiene products and education continuously.	Free Vending Machines: Continuous access to menstrual products in school restrooms. Supply Kits: Regular distribution of hygiene kits each semester. Health Education Workshops: Ongoing workshops on menstrual health and hygiene practices.
Community Health Initiatives	Target broader populations for resource accessibility through sustained community-based programs.	Local Health Clinics: Continuous distribution and health services at clinics. Mobile Health Units: Regular visits to underserved areas with products and services. Community Centers: Permanent resource hubs for menstrual products and health information.

Workplace Support Programs	Support employees' health and well-being within workplaces over the long term.	Employer-Provided Supplies: Ongoing provision of free menstrual products in restrooms. Health and Wellness Programs: Inclusion of menstrual health in permanent employee wellness programs. Flexible Policies: Permanent policies allowing time off for menstrual health-related issues.
Government and Non-Profit Partnerships	Collaborations to amplify the reach and impact of menstrual health programs sustainably.	Government Subsidies: Long-term affordable menstrual products through subsidies. Non-Profit Programs: Sustained free or subsidized products and health services, including education.
Referral and Linkage Services	Connecting individuals to existing programs and resources for ongoing support.	Healthcare Providers: Continuous referrals to menstrual product programs and health services. Social Services: Ongoing menstrual products as part of support packages and referrals. Hotlines and Online Platforms: Permanent information services on accessing menstrual products and services.

Lessons Learned

- Integrating humanitarian interventions with long-term development goals is essential for sustainable impact.

Opportunities

- Establishing programs that ensure continuous access to resources, such as menstrual hygiene products and health services, is crucial for promoting public health and equity.
- By implementing diverse and comprehensive programs, communities can ensure continuous and equitable access to these essential resources, thereby improving overall public health and quality of life.
- Link short-term interventions like medical camps with ongoing health services for sustained care.

Challenges

- Transitioning from immediate relief to comprehensive long-term development strategies.
- Ensuring continuity and scalability of innovative platforms like Elixir for medicines and medical supplies.

Conditional Cash for Food Production

Lessons Learned:

- Conditional cash initiatives for food production have been successful in supporting farmers.

Opportunities:

- To enhance agricultural development and achieve self-sufficiency, it is crucial to explore strategic collaborations rather than solely focusing on expanding existing initiatives. One effective approach is to establish partnerships with esteemed organizations like the Food and Agriculture Organization (FAO). The FAO possesses extensive expertise, resources, and a global network that can significantly bolster agricultural projects. By linking with the FAO, it is possible to leverage their knowledge, technical assistance, and best practices to implement more efficient and sustainable agricultural practices. This collaboration will not only accelerate progress towards self-sufficiency but also ensure that the initiatives are aligned with international standards and benefit from the latest advancements in agricultural technology and methodologies.

Challenges:

- Addressing environmental challenges that affect agricultural productivity.
- Ensuring sustainable impact beyond the initial financial support.

Climate Resilience and UNDP Partnership

Lessons Learned:

- Collaboration with UNDP has potential for expanding access to clean drinking water and improved agricultural practices.

Opportunities:

- Scale successful models to other areas and seek partnerships with FAO and the Ministry of Agriculture.
- Emphasize mixed cropping and nature-based solutions for agricultural resilience.

Challenges:

- Identifying and addressing similar needs in different regions.
- Securing continuous support and resources for climate resilience projects.

Branch Independence and Funding

Lessons Learned:

- Reducing reliance on headquarters and government funding is crucial for branch sustainability.

Opportunities:

- Diversify income streams and explore self-funding mechanisms to support branch operations.
- Develop strategic plans for branch fund-raising efforts and resource mobilization.

Challenges:

- Ensuring financial stability through diversified income sources.
- Balancing immediate needs with long-term sustainability goals.

Post-Conflict and Peacebuilding

Lessons Learned:

- Integrating peacebuilding efforts in areas with internally displaced persons (IDPs) is essential.

Opportunities:

- Engage with local governments for coordinated responses and monitoring.
- Foster positive peace and address post-conflict challenges effectively.

Challenges:

- Navigating complex socio-political landscapes in post-conflict areas.
- Ensuring sustained engagement and support for peacebuilding initiatives.

Advocacy for School Needs

Lessons Learned:

- High-cost items like school uniforms and shoes should be excluded from provided items to ensure no child's education is hindered by lack of access to necessary materials.

Opportunities:

- Advocate for the provision of school bags and other essential materials.
- Collaborate with organizations like UNICEF for school bag distribution.

Challenges:

- Securing continuous support and funding for educational materials.
- Addressing diverse needs across different school districts.

Youth Employment and Training

Lessons Learned:

- Self-employment training and career awareness are critical for youth exiting schools in estate areas.

Opportunities:

- Develop training programs focused on self-employment and career development.
- Collaborate with private sector companies for resources and support.

Challenges:

- Ensuring consistent and effective training across different regions.
- Balancing immediate employment needs with long-term career development goals.

Resource Mobilization and Fundraising

Lessons Learned:

- Increased emphasis on leveraging resources from partnerships is essential for branch sustainability.

Opportunities:

- Develop comprehensive resource mobilization and fundraising strategies.
- Expand annual work plans and targets for branches to include self-funding and disaster preparedness activities.

Challenges:

- Securing continuous funding for long-term projects.
- Ensuring alignment with broader organizational goals and objectives.

Clean Drinking Water Projects

Lessons Learned:

- Community engagement and awareness are crucial for the success of clean drinking water projects.

Opportunities:

- Facilitate collaborative efforts with agencies such as the United Nations Development Programme (UNDP) to foster community engagement and raise awareness. Specifically, the Red Cross can leverage its extensive network and established trust within local communities to provide UNDP and similar organizations with more direct access to these communities. This collaboration aims to enhance the effectiveness of initiatives led by UNDP and other agencies by ensuring that community members are actively involved and informed. The Red Cross's role would focus on bridging the gap between these agencies and the communities, thereby amplifying the impact of their programs and ensuring they are tailored to the specific needs and circumstances of the community members.
- Implement strategic measures to address long distances traveled by children for clean water.

Challenges:

- Ensuring consistent community involvement and support.
- Addressing logistical challenges in providing clean drinking water across different regions.

Humanitarian Coordination Gaps

Lessons Learned:

- Lack of coordination among INGOs/NGOs leads to gaps and duplications in service delivery.

Opportunities:

- Strengthen collaboration across humanitarian agencies through forums like the Cash Working Group.
- Incorporate best practices in agriculture and climate resilience to enhance livelihood development programs.

Challenges:

- Ensuring effective coordination among diverse stakeholders.
- Addressing environmental and socio-economic challenges in livelihood development.

Recommendations

The final evaluation and assessment report provides an overview of the recommendations conducted to address the multifaceted crises in Sri Lanka and beyond. These recommendations focus on several critical areas: food security, nutrition and livelihoods, health, protection, education, migration, and disaster preparedness. The recommendations propose an integrated Triple Nexus interventions to align humanitarian, development, and peacebuilding efforts as an approach to cope with the protracted crisis in Sri Lanka. Additionally, the recommendations encounter strategic and operational mechanisms, donor agency and protracted crisis in general. Below is a summary of the recommendations.

Operational Strategy for IFRC and SLRCS

Strengthening Organizational Capacity:

- To improve the IFRC's volunteer training program, it is essential to incorporate critical thematic areas and sectors. By making the training more interactive and contextually relevant, the effectiveness of the program can be significantly enhanced.

Aspect	Summary
Localized Content	Translate and contextualize training materials to address region-specific challenges, making training more relevant and engaging for volunteers.
Thematic Modules	Develop modules focusing on disaster response, health and sanitation, community engagement, and first aid, including case studies, best practices, and role-playing exercises.
Sector-Specific Training	Create specialized tracks for sectors like logistics, communication, shelter, and nutrition, offering in-depth knowledge and skills pertinent to each sector.
Interactive Learning	Incorporate quizzes, simulations, and virtual reality to make learning engaging and effective, helping volunteers retain and apply information in real-world situations.
Continuous Feedback	Establish a feedback mechanism for volunteers to share experiences and suggest improvements, regularly updating training content to keep it relevant.
Certification and Recognition	Offer certification for completed courses to recognize volunteers' efforts, motivating them and providing a sense of achievement and professional development.

- Promote visibility and understanding of Red Cross services through advocacy efforts.

Sustainable Financial Strategies:

Explore self-funding mechanisms through partnerships, fundraising campaigns and diversifying income-generating activities beyond commercial first aid training and rental of building spaces.

Education and Youth Engagement

Education Support:

- Provide school supplies and support school kitchens to ensure children stay in school.
- Establish child-friendly spaces in collaboration with organizations like Save the Children.

Youth Engagement:

- Develop a Junior Red Cross platform to engage youth in humanitarian activities and provide career awareness and training.

Migration and Disaster Preparedness

Support for Migrants:

- Include migrants and returnees in community-based programs to enhance social cohesion.

Disaster Preparedness:

- Strengthen disaster preparedness and response capacities of local communities and promote climate resilience projects.

Monitoring and Evaluation, and Financial Strategies

Comprehensive Monitoring and Evaluation:

- Implement integrated frameworks to assess the overall impact of interventions and ensure continuous adaptation.

Sustainable Financial Strategies:

- Encourage branches to explore diversified funding mechanisms and strengthen Conditional Cash Transfer (CCT) programs.

Recommendations for Donor Advocacy

Increase Flexible Funding:

- Advocate for flexible and long-term donor funding to support adaptive responses and sustainable development projects.

Promote Integrated Approaches:

- Encourage donors to support programs that combine humanitarian aid with development and peacebuilding efforts.

Recommendations for Protracted Crisis

Sustainable Resource Management:

- Improve resource allocation and management and address logistical challenges in distribution.

Long-term Development Focus:

- Integrate emergency aid with long-term development goals and implement community-based projects to promote economic self-sufficiency.

Strengthened Partnerships:

- Enhance collaboration with local governments, international donors, and private sector partners to improve resource mobilization and program implementation.

Recommendations for Future Operations

Based on comprehensive findings, several recommendations have been outlined to enhance future humanitarian operations. These recommendations focus on improving financial and logistical frameworks, expanding community engagement practices, and developing robust feedback mechanisms. Additionally, integrating gender-sensitive approaches and ensuring the sustainability and long-term impact of interventions are critical. This executive summary provides a clear distinction between recommendations for immediate operations and long-term development programming, recognizing the necessity to bridge humanitarian interventions with development efforts.

The table provides detailed recommendations to enhance future humanitarian operations, with a clear distinction between immediate operational needs and long-term development programming. The aim is to bridge humanitarian interventions with development efforts, ensuring a cohesive and sustainable approach.

Category	Recommendation	Details
Immediate Operations	Enhance Financial and Logistical Frameworks	Streamline financial processes, strengthen supply chain management
	Expand Community Engagement Practices	Increase local participation, implement community training programs
	Develop Robust Feedback Mechanisms	Establish feedback loops, utilize real-time technology for feedback
	Integrate Gender-Sensitive Approaches	Consider gender-specific needs, provide targeted resources
Long-Term Development Programming	Sustainability and Long-Term Impact	Design sustainable interventions, promote environmental sustainability
	Triple Nexus Framework	Align with development and peacebuilding, foster collaborative strategies
	Comprehensive Approach	Integrate relief with development, develop transition policies from emergency to development

Model for Integrated Strategy

To visualize the integrated strategy, the following model illustrates the connection between immediate operations and long-term development programming, highlighting the Triple Nexus framework.

Component	Immediate Operations	Long-Term Development
Financial & Logistical Frameworks	Rapid fund deployment, efficient supply chains	Sustainable financial models, resilient logistics
Community Engagement	Local participation, capacity-building	Empowerment programs, leadership development
Feedback Mechanisms	Real-time feedback, adaptive operations	Long-term impact assessments, continuous improvement
Gender-Sensitive Approaches	Gender-specific resources, inclusive operations	Gender equality initiatives, gender mainstreaming
Sustainability & Impact	Short-term sustainability measures	Long-term self-reliance, environmental sustainability
Triple Nexus Framework	Coordination with development actors	Integrated humanitarian, development, peacebuilding efforts