



CARITAS SRI LANKA

REVISED SOA 3/2005

Tsunami Rehabilitation and Reconstruction

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EXECUTIVE SUMMARY

The Sri Lanka Tsunami Programme (SOA 3/2005), during the 2005, has been mainly focusing on immediate relief and emergency activities in the fields of shelter, livelihood and psycho-social assistance. Important efforts have also been made in order to solve the external difficulties encountered in the sector of construction, which resulted in a slow down in the construction of permanent houses in 2005. Caritas Sri Lanka and its accompanying partners have also, during the past year, established policies and strategies (shelters, human resources) and tools (accounting, budget, cash management) which have been absolutely necessary, given the size of the programme, and have improved substantially internal programme management.

The solutions put in place to address these external and internal difficulties, as well as the results achieved in 2005, will enable the programme for 2006-2008 to focus on longer-term sustainable impact of its reconstruction and development activities. Capacity building of the Caritas Sri Lanka network will remain one of the key priorities.

The SOA 3/2005 revised programme: GOAL, PURPOSE and OUTPUTS highlight objectives for three years (2006-2008). The output level indicators and targets as well as ACTIVITIES highlight objectives for one year (2006). The budget is also detailed for one year (see section 6).

The overall goal of the programme is that tsunami affected people are empowered to live secure and dignified lives. The word secure and dignified must be understood in a comprehensive sense, including protection against natural disasters, steady income and reduced vulnerability, peace and social harmony, as well as access to various services such as water/sanitation, education and psycho-social support. This goal should be reached by 2010 through the achievement of the following programme purposes:

The Purpose level objectives highlight the desired impact at the end of the project in December 2008.

PURPOSE 1:

Tsunami affected families have support and means, supplementary to their own efforts, to return to permanent homes in a secure living environment:

This includes the following outputs for 2006:

- The training of the communities in construction rules and mechanisms and to advocate for a clear and appropriate shelter policy;
- The building of 5,630 permanent houses and the repairing of 4,050 damaged houses; all the permanent houses built will include the provision of latrines and adequate sanitation facilities;
- The repairing of 2,350 and the building of 900 transitional shelters until the families are provided with permanent houses;
- The rebuilding or repairing of community infrastructure level such as children's homes (30), community centres (24), vocational training centres (5), market places (23), health centres (4) playgrounds (7);
- The awareness and organisation of communities for disaster management planning;
- The development and the adoption of new and appropriate building technologies in house design and construction, such as tsunami resistant house design, better quality cement blocks, and micro concrete cement sheets.

PURPOSE 2:

Livelihood assets are enhanced:

This includes the following outputs for 2006:

- Restoration of lost assets by 2,895 families or individuals (225 fishermen, 2,165 farmers, 505 small business), through the provision of various inputs such as canoes, boats, livestock; loans equipments and training;
- Formation and strengthening of 591 groups of farmers, fishermen or small business; these groups will be enabled to have access to material and financial resources to restore and enhance their assets and to protect their environment;
- Organisation of vulnerable populations (54 groups of widows, 1,922 boys and girls, mainly school leavers, and 2,663 unemployed workers) and provision of financial and material resources to these groups to improve their situation;
- Creation of livelihood diversification options such as market based opportunities, technical assistance to improve productivity and competitiveness of local enterprises, value-added elements of production activities, agro-enterprise and enabling producers to access market opportunities.

PURPOSE 3:

The emotional, psychosocial and health well-being of people living in tsunami affected areas is improved, through:

- The counselling of the traumatised tsunami affected people (children and students living in 17 Children' Homes, people living in 6 new resettlements and 17 transitional camps) in order to help them to overcome their psycho-social stress and to return to normalcy;
- The organisation by 2 Diocesan centres of community groups on nutrition and health, with support of trained health worker volunteers;
- The improvement of the practices on peace and human rights, thanks to the formation, training and strengthening of peace groups in 2 dioceses.

PURPOSE 4:

Access to and quality of pre-school and school education in tsunami affected areas is improved: this purpose will be achieved by:

- The building or repairing of 19 pre-schools or 23 schools and the financial assistance to the functioning of 35 pre-schools and 15 schools, in order to improve access to education of the tsunami affected population;
- The provision of basic facilities (financial assistance, educational equipments, uniforms and daily nutritional supplements) enabling 7000 pre-school and 285 school destitute children to continue their education.

PURPOSE 5:

Caritas Sri Lanka's coordination, facilitation and monitoring functions effectively support improved quality of programme implementation.

The Management Team of Caritas Sri Lanka, supported by the Coordination team of the Secours Catholique / Caritas France and a Sectoral Team of 22 experts (12 local and 10 expatriates in the fields of shelters, livelihood, psycho-social, capacity building, monitoring and evaluation, finance, procurement and communications) will, in 2006:

- Define and implement, through consultations with the Diocesan Centres, the missing operational policies and recommendations, with a priority for livelihood, psycho-social and communication;
- Implement (or improve) the tools, systems, processes in the Caritas Sri Lanka network, the most important and urgent being the Project Monitoring Mechanism, to be implemented in January 2006;
- Follow-up closely the level of achievement of the Diocesan Centres and conduct one SOA Working Group Review meeting and 2 evaluations (one external) of the Project in 2006;
- Develop the necessary advocacy activities, especially in the fields of livelihood and housing;
- Update the Task Force on progress and implement its decisions.

PURPOSE 6:

Human and organisational capacity within the Caritas Sri Lanka network is improved:

Complementing the important efforts made in 2005, the main outputs achieved in 2006 should be:

- To enable the Caritas Sri Lanka network to deliver such a diverse program through the recruitment of 153 additional staff and the training of 661 persons in the National and Diocesan Centres;
- To improve infrastructure (9 new buildings constructed and 3 building extensions) and equipment (vehicles and computers) of the Diocesan Centres (4 DCs - Batticaloa, Colombo, Galle and Jaffna created sub offices in 2005);
- To support the Diocesan Centres in the implementation of improved management functions, such as systematised job descriptions, staff performance reviews, etc.

This Programme will require a budget of *85,146,183 Million Euros* (100,172,733 US\$) for 2006.

This Sri Lankan Tsunami Response Programme will be implemented by the 5 Diocesan Centres (Colombo, Galle, Batticaloa, Trincomalee and Jaffna) covering the affected areas of the country, under the overall responsibility of the National Director of Caritas Sri Lanka, and with the support of Secours Catholique/Caritas France as the National Facilitating Partner, and of the sub-Facilitating Partners of each Diocesan Centre. Global monitoring and supervision of the programme will be ensured by the Task Force, appointed by the Catholic Bishop's Conference on January 20th 2005. All the activities will seek systematically the involvement of the beneficiaries and their communities, and when necessary, of other stakeholders such as government agencies or bodies and NGOs or INGOs. As an example, the strategic planning process has used a bottom-up approach, allowing a leading role to the Diocesan Centres and consultation with the beneficiaries. The National Centre provided guidance, training, support and conducted the final consolidation of the programme documents.

1) WHERE WE STAND:

Sri Lanka has been severely affected during three decades by a civil war, which has been frequently aggravated by natural disasters such as droughts, floods and earth slips. The country is currently experiencing a high rate of unemployment, lack of medical facilities, and increasing levels of poverty (between 25 and 30% of the population live under the poverty line¹). The ceasefire signed in 2002 between the Government of Sri Lanka and the Liberation Tigers of Tamil Eelam (LTTE) has brought a stop to the armed conflict. However, the political situation remains highly unstable and there are political killings and growing tensions between ethnic and religious communities. Around x persons are still displaced or refugees.

In this context the tsunami, which killed over 38 000 persons², made 5637 missing, displaced over 553.000 and caused extensive damage to over 1 000kms of the Northern, Eastern and Southern coastlines (these damages being estimated at US\$ 1 billion, or 4.5% of GDP), has aggravated the fragile social and economic situation of the country and increased the vulnerability of the poorest. Small-scale fishermen, labourers, single-headed households have been affected severely and in the North and East the situation of the war Internally Displaced Persons has worsened.

Caritas Sri Lanka (CSL) responded immediately to the needs of the affected people. This was possible given that CSL Diocesan Centres (Colombo, Galle, Batticaloa, Trincomalee and Jaffna) were already operational and social animators were already working with grass roots community groups. On January 20th, the Catholic Bishop's Conference appointed a Task Force to be responsible for supervising and monitoring the tsunami programme. On the 26th of January a Caritas Internationalis (CI) facilitating structure was agreed whereby:

- ◆ **Caritas France / Secours Catholique** is the National Facilitating Partner
- ◆ Caritas Germany is the sub-Facilitating Partner of the Diocese of Colombo
- ◆ Caritas Belgium and CRS are the sub- Facilitating Partners of the Diocese of Galle
- ◆ CAFOD and CRS are the sub-Facilitating Partners of the Diocesan Centre of Batticaloa
- ◆ Caritas Switzerland is the sub-Facilitating Partner of the Diocesan Centre of Trincomalee
- ◆ Secours Catholique / Caritas France is the sub-Facilitating Partner of the Diocese of Jaffna
- ◆ Caritas Ireland / Trocaire is supporting, through 5 seconded staff, both the national facilitating partner and sub facilitating partners in Jaffna and Galle

The role of the Facilitating Partners is to accompany and advise their counterpart, help to implement the programme and capacitate the national and diocesan structures. With regard to this last item, significant outcomes have been achieved:

- ◆ 14 new staff have been recruited in the National Centre and 383 in the Diocesan Centres. 59 international supporting staff are currently deployed;
- ◆ Local counterparts of the international experts have been put in place and have benefited from the sharing of international experience;
- ◆ 6 district centres have been created;
- ◆ Sector capacity building programmes have been organised and conducted for the national and diocesan staff members, including finance managers.

¹ Department of National Planning

² Ministry of Finance and Planning

The programme results achieved in 2005 are the following:³

- ◆ ***Provided immediate relief to tsunami affected population:***
Over **39,117** persons received food, medicine and NFI supplies and **12,000** school children able to return to school
- ◆ ***Improved the living conditions of the tsunami affected population:***
Over **751** latrines and septic tanks were constructed and **42** water tanks provided;
Over **2,452** temporary shelters (tents and plastic sheeting) were provided and **6,530** transitional shelters constructed. Over **121** permanent houses were constructed, **192** damaged houses repaired and **1,266** public infrastructures (schools, community buildings, orphanages, markets) rehabilitated.
- ◆ ***Provided psycho social support to the tsunami affected population:***
Over **1,927** adults and children have received post trauma counselling.
- ◆ ***Helped the tsunami affected population to recover their livelihood:***
Over **9 587** households have re-started earning their livelihood, thanks to provision, or repair, of boats (**789**), fishing nets (**2,246**), tool kits to support tradesmen and small enterprises (**2,079**) and the payment of **65,249** working days (cash for work).

In parallel with the above activities an important effort in the field of advocacy and lobbying has been undertaken by the Bishops' Conference (meeting with the President of Sri Lanka on the allocation of alternative land for house construction) and by Caritas Sri Lanka (meetings with the President, Prime Minister and the Ministries of Finance, Social Services and Relief, Rehabilitation and Reconstruction on different issues).

The initial SOA budget was for a total amount of 133 million Euros for the overall programme. The 2005 budget amounted to 33 million Euros (July Review Meeting in Colombo). The total expenditure of the programme covering the period up to November 30th is 17 million Euros. The forecast expenditure for 2005 year end is 21 million Euros.

CSL, together with operational Member Organisations (MOs) had to face immense challenges (external and internal) in 2005. Because of these challenges it was not possible to achieve all the tasks which were designed in January by the ERST team, especially in the sectors of permanent shelters and livelihoods. However, CSL has been able to design appropriate strategies through review meetings and consultations. Most of the external challenges, which have had a very negative impact on the construction of permanent houses, have been resolved either totally or partial during the course of 2005:

- Key policy decisions on the specifications of permanent house plans were taken in April by the Government of Sri Lanka;
- Since May 2005 building plans for cyclone and flood resistant houses have been made available to CSL thanks to the assistance of technical experts provided by MOs;
- A team of technical officers was established in June by a certain number of Diocesan Centres and in September by the National Centre to undertake effective monitoring of the house construction process;
- On October 14th 2005 the Ministry of Urban Development & Water Supply made a decision that reduces significantly the size of this "non building zone". This decision will make much easier the construction of permanent houses since it creates the possibility for 12 000 families who were originally within the limits of the previous buffer zone (100/200 meters) to be provided with permanent houses in their original location;
- CSL has been able to establish with the relevant authorities an excellent relationship which should facilitate the granting of the necessary permissions for the building of houses within and outside the buffer zone; as an example, the Director of Caritas Sri Lanka has received a

³ Figures by October 31st

special award from the President of the Republic for its performance in building transitional shelters;

- A partial solution to the problem of shortage of skilled labour (masons, carpenters and electricians) has been found by some Diocesan Centres who are providing skill training in the field of construction for unemployed people.

CSL also solved some internal problems, which could have prevented it achieving its objectives:

- Due to the strong demand for qualified staff in the humanitarian field and the low level of CSL salaries it has been difficult to make the necessary recruitments. In April CSL reviewed and implemented, with the assistance of consultancy, the salary scales of staff at Diocesan and National levels;
- Financial management has been a very important issue given the lack of experience of CSL in handling such an amount of money for a much diversified project. A lot of decisions have been taken and implemented in this field, including:
 - The creation of a Tsunami Finance Unit staffed with experienced and qualified officers in the National Centre (April) and in each of the related Diocesan Centres (June);
 - The choice and implementation of a common accountings system (TALLY) in June;
 - The choice and implementation of a cash management system for the National and Diocesan Centres, ensuring high level interest rates and transparency of the cash transfers between the Centre and the Dioceses; the cash management system will be in operation by December 1st, 2005;
 - The definition of a new monthly budget format common to all the related Diocesan Centres which will be used from January 1st 2006.
- Given the complexity of the Tsunami Programme and the high number of persons involved, it has been decided to implement a National Coordination meeting every 2 months to monitor the operations, identify bottlenecks and propose solutions. Attendants are the Diocesan Directors, the sub Facilitating Partners and the Coordination Team of the National Centre. The first meeting took place on October 20th and the second one on 14th of November. The second meeting validated the revision of SOA3/2005.

There still remain some external challenges and internal difficulties that CSL will have to face in 2006.

The complexity of the relationship between the different political parties and between the Presidency and the Parliament makes the current political situation highly unpredictable at two different levels:

- A negative change in the “no war-no peace situation” would create unfavourable conditions for achieving the strategy presented below and could, according to its gravity, jeopardise totally or partially its results;
- The new Government will have to define a policy related to the tsunami response programme. Three fields could be impacted by new decisions: the definition of the buffer zone, the level of compensations given by the Authorities to the affected families and the role of the foreign donors. Depending upon the contents of such decisions some of the 2006 expected results could be positively or negatively affected.

Given the unpredictability of the political situation will have to be assessed in January in order to take the appropriate decisions. Some internal difficulties encountered by CSL were not totally solved in 2005 and the appropriate solutions will have to be implemented in 2006. The issues are described below, the most important being in the field of livelihood (recruitment of qualified staff at the diocesan level) and M&E (implementation of the M&E system).

2) STRATEGY 2006-2008

a) Strategic planning process methodology:

Following the SOA 3/2005 Review Meeting held in Colombo on the 6th and 7th of July the Bishops' Task Force, CSL and the facilitating Partner decided, in consultation with CI, to establish a clear strategic three-year vision, using the logical framework methodology, and a detailed one-year budget.

The following deadlines were set for completion of this process:

- 31st October 2005:** Draft of a 3-year strategy and 1-year budget completed by the Diocesan Centres and CSL-SEDEC
- 14th November 2005:** Diocesan Directors validated the revision of SOA 3/2005
- 25th November:** Presentation of the strategy, detailed plan and budget to C.I
- 1st January:** Implementation of the new plan and budget

The process has been bottom-up, which has allowed a leading role to the Diocesan Centres (DCs), consultation with beneficiaries and strong involvement of the diocesan staff. CSL-SEDEC, with the support of the Facilitating Partner, coordinated the process and provided guidance and relevant technical support. The SOA 3/2005 revised programme: GOAL, PURPOSE and OUTPUTS highlight objectives for three years (2006-2008). The output level indicators and targets as well as ACTIVITIES highlight objectives for 1 year (2006). The budget is also detailed for one year (see section 6).

Three stages were completed in this process:

Stage one: Guidance:

CSL developed guidance, which was communicated to all DCs. It outlined the timeframe, the format of the logical framework (including the definitions of the goal and the purposes) and of the budget, as well as the approach to undertaking and completing such a large planning exercise.

Stage two: Needs Assessment and Analysis

DCs began by making an inquiry into the longer term recovery and development needs of people affected by the Tsunami. Field studies and needs assessments were undertaken. The analysis of these findings, together with the understandings of animators, informed the development of the revised SOA 3/2005. CSL-SEDEC sector advisers and CI counterparts supported the DCs in undertaking these assessments.

Stage three: Planning:

12 planning workshops, mostly held in local language, were undertaken by the Diocesan Centres. These workshops facilitated the participation of the diocesan staff, who worked together with their CI counterparts to develop the 3 years strategy (Goal and Purposes) and the detailed planning (Outputs and Activities) for 2006. The Diocesan plans also outline indicators, monitoring requirements and the budget for 2006. The Diocesan Centres have received a strong support from the relevant units (sector advisers, Finance and Project Units) of CSL-SEDEC, and the assistance of 3 external resource persons (planning consultants). Weekly progress meetings were held by the Diocesan Directors.

Stage four: Consolidation:

After discussion between the CSL-SEDEC sector experts and the Diocesan Centres on the first draft of the Diocesan Plans final versions, including a budget for 2006, were produced. CSL-SEDEC then consolidated all Diocesan plans and produced a Caritas Sri Lanka national logical framework, a narrative proposal and a global budget. Consolidated documents have been discussed and validated with the Diocesan Directors.

A number of key lessons have been learnt from planning process:

- ◆ Diocesan Centres and staff have engaged in a systematic process of planning. This has strengthened interest, understanding and skills in programme planning;
- ◆ The planning documents are truly a product of partnership between CSL and CI and between CSL and the DCs. CI staff have supported the process and DCs are taking ownership;
- ◆ Training on monitoring and evaluation that supports learning is a priority for DCs and staff;
- ◆ Further training on project planning at the diocesan level will be necessary in due course.

PRIORITY FOCUS ON THOSE AFFECTED DIRECTLY BY THE TSUNAMI

During the planning process for the revision of the SOA 3/2005 discussions were held, by the Bishops Task Force, Diocesan Centres and between Caritas Sri Lanka - SEDEC and the facilitating partner, with regard to how to address the needs of three beneficiary groups: **People directly affected by the Tsunami in affected areas, People indirectly affected by the Tsunami in affected areas as well as non affected areas; and, ethnic and war affected in the north and north-east.** It was suggested in the national co-ordination meeting of Diocesan Centres on the 20th of October 2005 that the SOA 3/2005 revision would prioritise people affected by the Tsunami. Subsequently, a separate SOA for the above other mentioned groups will be formulated and forwarded to CI a latter date.

b) Target populations:

The Sri Lankan Department of census and statistics has reported that after the Tsunami disaster in December 2004 more than 1000 jobs were lost especially in the sectors of fishing, agriculture, tourism, and small industries. The report further stated that around 112,000 houses were fully and partially destroyed. Some of the most vulnerable sectors of the Tsunami disaster are women who lost their husbands and children. They have the responsibility of looking after the rest of the members in the family. 836 children lost both parents and around 3202 have lost a single parent. More than 4000 children survived from the disaster and their future is at risk. The impact of the disaster was experienced by more than 70% of those who are living in the coastal belt or in other words over a stretch of 1000 km of land in Sri Lanka. It is estimated that 19920 'One-day boats' were destroyed or damaged and 21000 'traditional / non traditional' boats were damaged. After considering the massive impact of Tsunami on Sri Lanka CSL-SEDEC has proposed to focus on the following target groups among the affected populations:

- i) Families whose houses are completely destroyed and located under the buffer zone/risk zone
- ii) Families whose houses are completely destroyed and located out of the buffer zone.
- ii) Families whose houses are damaged and located out of the buffer zone
- iii) Fishermen and farmers who have lost their livelihood assets
- iv) Widows who lost their husbands/breadwinners and other members in the family.
- v) Destitute children who lost their parents
- vi) Persons who became physically disabled due to Tsunami
- vii) Persons who are traumatized
- vii) Families whose livelihoods were indirectly depended on those affected sectors (example: Tourism, small industries)

c) Goal:

Tsunami affected people are empowered to live secure and dignified lives:

Given the level of devastation in the coastal areas of Northern, North-eastern, Eastern Southern and Western regions of Sri Lanka, CSL, as a local national organization, considers that there is a need for an extensive and long-term support to the affected population.

This support will give them opportunities to take decisions for their own betterment and get organised and enabled, through capacity building, to demand their rights as a result of “empowerment”. The word “secure” means physically secure from various natural disasters, meaning that the homes and the infra-structures provided withstand cyclone, earthquake, tsunami and floods. It also means that people should enjoy a steady income and reduced vulnerabilities and are able to live in peace and harmony with respect to the conflicts. The word “dignified” refers to a large range of living conditions, including homes, water/sanitation and other basic needs such as access to health, psycho-social services and education. This goal should be reached by 2010 through the achievement of the following programme purposes:

The Purpose level objectives highlight the desired impact at the end of the project in December 2008.

d) Purpose 1:

Tsunami displaced families have the support and means, supplementary to their own efforts, to return to permanent homes in a secure living environment:

i) Background, main choices, constraints and risks:

Since the 26 December 2005 tsunami CSL has made a significant contribution to the provision of safe, adequate and durable shelter for tsunami affected households. Over 6,500 of the nation’s 53,000 transitional shelters were built by households through the Caritas shelter program. Caritas’ pre-tsunami relationships with communities and local authorities provided a platform for integral programming and a space for field operations.

In consultation with the field teams, the CSL-SEDEC Shelter Advisor has developed a *Strategic Framework for Permanent Housing* issued in May and a series of more detailed *Recommendations on Planning and Management*, issued in September. Other planning and management tools have also been discussed and distributed. The Housing Framework is Caritas’ reference point for approaching permanent housing programming. Field teams are now in the position to utilise the framework to make informed decisions on what are the most appropriate mechanisms for planning and managing their housing and infrastructure programs. Finalisation on the housing policy will be completed by end of January. Devolution of responsibilities to the Diocesan Centers for project management should be supported by CSL-SEDEC by addressing staffing capacities, support to contract administration (if needed), and integrated programming with livelihoods.

Main Choices

Caritas undertakes to provide a duty of care to households who were assisted with emergency shelter (tents) and transitional shelter by the Caritas agencies. The principles which will be applied are the following:

◆ Involvement of affected communities:

Caritas uses participatory approaches through active social animation to ensure self-help building takes place through a process of consultation and a sense of ownership of activities by households. It is this homeowner driven process and further consultation of household shelter and housing needs that is the bedrock of the next phase. Through local social animation activities, households who can receive support for permanent housing by Caritas should be provided with informed choices as to their

entitlement from the Governmental compensation scheme and the extent of the potential support from Caritas. This should include consideration of relocation sites, the approach to design and construction and their involvement, the linkage with the Governmental compensation payments, and complementary Caritas programming. This could include support for relocation outside of their original DS, subject to the availability of Caritas staffing and management resources. Further disaster planning and awareness should be incorporated into community plans through needs prioritisation. Several field teams have expressed interest in disaster mitigation and preparedness through the offering of trainings in Sri Lanka or exposure trips to India and Bangladesh where Caritas has ample experience in this area.

- ◆ **Integrated programming:**
An integrated, settlement approach to the provision of permanent housing is to be pursued, recognising that the construction of housing is not a stand alone activity and must be complemented by activities to meet the livelihood, infrastructure and social needs of the target communities. Close coordination with the livelihoods teams is essential for a holistic approach to be realized. The needs of the non-tsunami affected communities should also be recognized.
- ◆ **Process of housing not just the product:**
Investment in the *process* by which permanent housing and settlement solutions are to be provided should be emphasized and not only the housing *product*. Beneficiary households should be provided with informed choices through their involvement in the planning, design, construction and monitoring of any settlements, housing or infrastructure. Housing committees are recommended to assist in the management of these steps as well as serve as a long-term liaison between households and the government to address issues of taxations, leasing, property use, expansion and other future activities of resettlement communities. Other community based associations can provide further support for families rebuilding on original sites.
- ◆ **Construction approach:**
The approach to construction should take into account: **i)** the commitment to the Government of Sri Lanka to deliver on completed housing units; **ii)** maximizing the involvement of the beneficiary households/community in determining and undertaking the construction as they prefer; **iii)** minimizing the management demands on Caritas due to the stated preference for lean staffing. Decisions on the most appropriate approach for construction rest with the diocesan centers. However, for major land development and resettlement programs, use of contractors is instrumental to ensure adequate infrastructure development (roads, water and electrical supply, waste management and site planning). Trincomalee can take advantage of this approach. A combination of contractor and self-help building encouraged for families returning back to their original homes. Self help repair augmented with local labor forces is also appropriate for houses in need of repair.
- ◆ **Constraints**
It is recognized CSL faces a number of significant constraints to progressing permanent housing. These include: the focus of the Government on speculative housing development to be followed by the post-completion allocation to beneficiary households (this is the process outlined by TAFREN); the allocation of caseloads to other agencies who are prepared to undertake speculative, non-participatory housing programs or the use of potentially unsuitable relocation sites; concern expressed by some disaster-affected households that any NGO-supported assistance could compromise their eligibility for Governmental assistance; political constraints, as in Jaffna and to differing degrees in other LTTE-controlled areas; limited immediate land availability for relocation; continued revision on the buffer zone policy; monsoon and flooding seasons; adequate staff to manage large scale construction programming.

The buffer zone has been the overarching policy issue in Sri Lanka regarding housing and settlement. Since the establishment of the buffer zone policy, Caritas and other agencies have been addressing two issues concerning relocation; the physical viability of proposed land from government and the socially acceptable use of this land by households who have been chosen to settle on relocation sites. Caritas strives to ensure that any resettlement process is transparent and consultative with households and government. Currently the dioceses of Colombo, Kalutara, Galle, Trincomalee and Jaffna/Mullativu are programming on 17 relocation (8 in Trincomalee), accounting for about 1,850 households sites. Caritas planning estimates include housing support to over 15,000 households behind the buffer zone on their original house site. This caseload accounts for nearly 90% of the Caritas caseload and is assumed to grow as families may have the opportunity to return to their own sites under a revised buffer zone policy issued in October 2005. Caritas should continue to ensure management and program focus on this caseload .

Although nearly 90% of Caritas housing projects are on original household sites, Caritas land development projects have been the focus of GoSL policies and coordination within Caritas. Land acquisition and development has been a slow process due to several factors: unclear policy and procedures from the GoSL, inadequate staff resources from the GoSL at a district level to provide planning and technical guidance; unclear beneficiary selection and verification process; Caritas staff resources for engagement with the GoSL on land planning, GoSL negotiation with land owners; identification of contractors; physical viability of allocated land and socially acceptable land for beneficiaries factoring in social constructs, access to livelihoods and other services. Most field teams have moved forward to identify and contract land developers and builders to ensure that adequate site planning, coordination with government, and consultation with beneficiaries are addressed. The major issues for Caritas to manage are: transparent beneficiary selection and verification; contract administration and impacts of buffer zone policy on movement of pre-selected households back to their original house sites in the buffer zone.

ii) Outputs and targets:

- ◆ **Output 1: Communities are trained on construction rules and mechanisms and to advocate for a clear and appropriate shelter policy:**
Caritas will ensure a significant community contribution to program implementation. *10 community committees will be formed by the Galle Diocesan Centre and 20 training sessions will be conducted by Galle and Batticaloa Diocesan Centres with the beneficiaries. The same process will be evolved in other Dioceses. Through hand outs in local languages the construction rules and mechanisms will also be communicated.*
- ◆ **Output 2: Tsunami affected families are provided with secure and appropriate homes:** Caritas will make all efforts to ensure that households rebuild safe, adequate and durable homes that meet building requirements in Sri Lanka, with plans that mitigate against future natural disasters.
5,630 permanent houses will be built and 4,050 repaired.
- ◆ **Output 3: Transitional shelters are maintained or built until families have a permanent house**
Caritas will adhere to the principle of “duty of care” to ensure that all our caseloads in the transitional shelter program are served through upgrading or care and maintenance activities until they are provided with a permanent solution.
2,350 transitional shelters will be repaired and 900 built
- ◆ **Output 4: Tsunami affected families have improved water and sanitation:**
Caritas will incorporate the provision of latrines and adequate sanitation facilities in the permanent housing phase.
5,960 families will be provided with toilets and potable water supplies

- ◆ **Output 5: Community level infrastructure are repaired or rebuilt:**
Caritas will work closely with community committees to help them prioritise key community rehabilitation projects. Caritas will work jointly with municipal authorities Realise these activities.
30 children's homes will be repaired and 24 community centres, 5 vocational training centers, 2 light houses, 23 market places, 4 health centres will be built or repaired.
- ◆ **Output 6: Communities are made aware and organised for disaster management planning:** Caritas will strive to provide disaster mitigation awareness to Caritas staff through exposure visits and training opportunities so that social and technical animators can work closely with households/communities to incorporate disaster planning through rehabilitation activities and community awareness programs that link to national early warning systems.
16 communities will have developed emergency plans and 1000 emergency kits for 15,000 families will be stocked in a warehouse.
- ◆ **Output 7: New and appropriate building technologies in housing design and construction are developed and adopted:**
Caritas will maximize local knowledge and techniques during the construction phase while incorporating appropriate technologies and methods to ensure safer building. Caritas recognizes that the greatest natural risks are yearly monsoon flooding and cyclones and will aim to help households rebuild to mitigate the effects of these events. *One tsunami resistant house design will be created and implemented, and better quality cement blocks, and micro concrete cement sheets will be produced and utilized.*

iii) Cost: 7,494,784,742 Rupees (62,456,539 Euros, 73,478,281 US\$).

e) Purpose 2:

Livelihood assets are enhanced:

i) Background, main constraints and risks:

CSL is at a decisive stage as it moves from the “relief to the development” continuum. Current activities in the livelihood sector, which focus on facilitating positive short term coping strategies, are in their final phase. Emphasis and recognition is now on the longer term developmental needs of beneficiary communities. The key activities of this goal allow a logical chronological flow of activities. Preliminary interventions facilitated asset restoration to pre-tsunami levels, which addressed livelihood, or production based issues.

Needs assessments to date largely identified that assets do not automatically equate to livelihoods and numerous dioceses have already moved beyond addressing these immediate needs towards achieving long-term development objectives. Future and ongoing activities focus on strengthening the relief-development link and supplementing current endeavours, which increases resilience in the face of adverse shocks and trends.

Livelihood promotion activities are encouraged which concentrate on reinforcing and maximising the utilisation of the asset base through the provision of support services in tandem with key interventions designed and managed by local communities. The provision of assets will be linked to capacity building and training activities in order to provide new opportunities and skills. Livelihood promotion strategies are focused on longer-term asset building to improve access to resources and mitigate future shocks and stresses. In particular, activities which seek to protect and strengthen livelihood assets while offering diversify livelihood options for vulnerable groups such as widows.

The main constraints faced by the Caritas Sri Lanka network during the implementation of this plan is its inability to recruit experienced livelihood staff at the diocesan level. Plans to recruit

a livelihood technical team in the national office also face similar constraints, which will have adverse effects on the planned integration and capacity building of the existing national animation programme.

The diverse nature of the Caritas Sri Lanka network dictates a high level of coordination in order to overcome the many risks involved in such a large number of livelihood projects dependent on market forces. At the community and particular at the national level a variety of alternative livelihoods becomes important rather than multiplication of the same activity. A market based approach is required when establishing new small business and identifying new market opportunities with small scale producers in order to ensure that certain livelihood activities are not over supplied in terms of the capacity of the local and national market to absorb the products and services.

ii) Outputs and targets:

- ◆ **Output 1: The lost assets of farmers, fishermen and families are restored:**
2,895 individuals or families (225 fishermen, 2,165 farmers, 505 small businesses) will be provided with inputs such as canoes, boats, livestock, loans, equipments and training.
- ◆ **Output 2: Community based organisations, are formed, on the basis of their occupations, strengthened and enabled to have access to materials and financial resources to restore and enhance their assets and protect their environment:**
The Diocesan Centres plan to form and *strengthen 591 groups of farmers, fishermen or small business*; they could have access to loans, savings schemes, trainings and various material inputs. Environmental awareness will be enhanced through the promotion of Community Based Natural Resource Management (2 pilot projects by the end of September 2006), the distribution to 3 communities of coconut seedlings, materials for grain storage construction and inputs for food preservation, and the *plantation of 700 coconut trees* in the costal belt of the Western Province.
- ◆ **Output 3: Vulnerable populations are organised and have access to resources to improve their situation:**
54 groups of widows will be formed and will be proposed similar activities as the above groups. *1,922 boys and girls* (mainly school leavers) and *2,663 unemployed workers* (especially construction workers) will receive help (allowances, equipments) enabling them to attend skill training programmes.
- ◆ **Output 4: Livelihood diversification options are created:**
All the Diocesan Centres will pursue new value adding opportunities for groups and families by the way of:
 - ◇ Market-based and feasibility studies in the identification of market based opportunities for small-scale producers conducted in conjunction with beneficiaries.
 - ◇ Livelihood diversification activities assisted by encouraging diverse skills and income sources for families and communities by expanding the productive asset base.
 - ◇ Producers linked effective market systems for different types of products and encourage agro- enterprise
 - ◇ Technical assistance in conjunction with existing institutions to improve productivity and competitiveness of local enterprises.
 - ◇ Small enterprises established which build capacity through focusing on the value added elements of production activities (agro-enterprise).

iii) Cost: *1,097,486,030 Rupees* (9,145,716 Euro, 10,759,666 US\$).

f) Purpose 3:
The emotional, psychosocial and health well-being of people living in tsunami affected areas is improved:

i) Background, main choices, constraints and risks:

The impact of the tsunami resulted in a loss of sense of purpose, self-efficacy, coping skills and psychological well-being. The traumatised people need to believe that suffering can be transformed and psychological traumas could be healed. Since children exhibit more severe distress and a lack in human resilience after tsunami they are prone to multiple intense stressors. Factors such as bereavement, injury to self or another family member, life threat, panic or similar emotions during the disaster, horror, separation from the family, extensive loss of property and displacement have been found to predict adverse outcomes. At least, 30% of the survivors of the tsunami are children, of which 20% are partly or fully orphaned. More than 300 schools being damaged, destroyed, damaged or turned into shelters, more than 200,000 children are out of school. This worsens the effects of the tsunami and 40% of these affected children are unable to concentrate on studies as earlier. The researches prove also that the women and girls were affected more adversely. The mothers are prone to marital stress, since the losses of children are strongly felt in their homes and neighbourhood. The numbers of widows have increased and they become the bread-winners. CSL needs to initiate a national orientation in the psycho-social field in order to help the victims and their children.

At present there are different isolated activities taking place in the different dioceses, but there is an urgent need to systematise a national programme to help the victims. This programme will be elaborated with the help of a qualified well experienced team of counsellors established at the National Centre and in close collaboration with Catholic Hospital Association of India (CHAI) and other NGOs. It will be implemented by 150 diocesan psycho-social workers trained by the National Centre. A methodology enabling the improvement of the psychological situation of the traumatised persons will be elaborated by the National Centre and disseminated into the Diocesan Centres.

ii) Outputs and targets:

◆ **Output 1: The traumatised tsunami affected population overcome their psycho-social stress and return to normalcy through counselling:**

This will be obtained by enhancing the emotional and psycho-social well being of the children and students living in *17 Children's Homes*, and of people living in *6 new resettlements* and *17 transitional camps*. In addition, 18 programmes will be conducted for families with a special attention to children, youth, women and widows.

◆ **Output 2: The communities acquire awareness and knowledge on health and nutrition:**

2 Diocesan Centres will organise community groups on nutrition, personal health, primary health care for mothers and preventive health, in close cooperation with the Public Health Department, and with the support of volunteer health workers, trained beforehand.

◆ **Output 3: Practices on peace and human rights have improved:**

Peace groups will be formed and strengthened in 2 dioceses, with awareness, conflict resolution and peace building programmes; information on human rights (including children's rights) and legal assistance will be provided and advocacy activities will be organised. The relevant dioceses will also establish mutual cooperation with religious leaders and organise inter-religious activities. The dioceses will network with other organisations working on similar programmes.

iii) Cost: *100,574,355 Rupees* (838,119 Euros, 986,023 US\$).

g) Purpose 4:
Access to and quality of pre-school and school education in tsunami affected areas is improved:

i) Background, main choices, constraints and risks:

According to the Ministry of Education it is estimated that 50%⁴ of those that lost their lives in the tsunami were children. Another statistics reveals that 3,200⁵ children had lost one of their parents and 836⁵ children had lost both. In these cases we could imagine the impact of trauma as a result of tsunami on these children and its consequences. 182⁴ schools were either fully or partly destroyed in the affected areas and most of the Internally Displaced Persons (total of tsunami IDPs equals to 1 million) took refuge in 445⁴ schools situated alongside of the coastal belt, but further away from the shore. So, in total, 648 schools, educating over 350.000⁴ students, were affected. Besides the buildings of the schools, a large number of teaching materials and equipments, such as textbooks, library and laboratory got damaged. Furniture and equipments used for vocational training field also got destroyed besides the infrastructure. Many pre-schools run by private institutions including Caritas or the churches, were damaged and there is a need to restructure these facilities along with the Government. Getting children back to school is the fastest way to promote the healing process and restore a sense of normalcy for the children and their families. Unfortunately, for many children attending school that were used as emergency transit or IDPs centres, their school is a daily reminder of the tsunami. Friends are no longer there, desks and chairs are missing, and all the facilities are damaged.

It is the strategy of the Ministry of Education of the Government of Sri Lanka not only to rehabilitate all these schools to the pre-tsunami conditions but to modernize and strengthen the schools towards future development. CSL also feels that some of these schools, which got completely destroyed and are located in the tsunami or cyclones prone areas, should be considered with two important purposes. One is to rehabilitate and continue the education of the affected children by rebuilding the schools. The second purpose is to provide a safe shelter to the communities in case of another disaster. The most recent estimate is that only 75% of the children are returning to school. The reason for this are varied but ranging between psychological trauma, parents reluctant to send their children to study in partially damaged or temporary school building and the families that have lost their breadwinner, send their children to work and earn some money instead of sending them to school. Pre-school is also an important institution and area especially during this post-tsunami scenario. Those children under age of five, who cannot start the school education, will be attending this pre-school. This system will help those little ones who were the victims of the tsunami to be able to interact with other children and the teachers and forget the bad memories gradually. Considering these factors, Caritas Sri Lanka has targeted its intervention in the field of education according to the outputs presented below.

ii) Outputs and targets :

◆ **Output 1: Access to education is improved by providing infrastructure and assisting teachers' remuneration:**

19 pre-schools and 23 schools will be built or repaired and 35 pre-schools and 15 schools will receive financial assistance for their functioning. This assistance includes the payments of pre-school teachers' salaries, the provision of study tools, the construction of pre-schools children parks, the training and the payment of allowances to voluntary teachers in Government schools and training programmes for the teachers.

⁴ Ministry of Education

⁵ CHA/TAFREN

- ◆ **Output 2: Destitute children are enabled to continue their education with basic facilities:**

7000 pre-school children and 285 school students will receive financial assistance under the form of educational equipment and uniforms, allowance for additional classes, tuition fees, and daily nutritional supplements.

iii) Cost: *43,883,900 Rupees* (365,699 Euros, 430,234 US\$).

h) Purpose 5:

Caritas Sri Lanka-SEDEC coordination, facilitation and monitoring functions effectively support improved quality of programme implementation

i) Background, main choices, constraints and risks:

In order to facilitate the management of the whole project and enhance the capacities of the CSL network a Coordination Team and a Sectoral Team were created in January 2005. Their role is defined by the Terms of Reference agreed between CSL, Secours Catholique and Caritas Internationalis. They act as advisors of CSL. It was difficult for the Coordination Team and the Sectoral Team to achieve their tasks, since the Sectoral Team was not completed until September with the sufficient number of experts. Now this Team comprises 22 persons (12 local experts and 10 expatriates) and is able to collaborate on the coordination of the following outputs:

ii) Outputs and targets:

- ◆ **Output 1: Through consultation the National Centre defines operational strategies and policies and implements them:**

Through consultations with the Diocesan Centres CSL-SEDEC will define missing operational strategies and policies and ensure their implementation; special attention will be paid to livelihoods and communication.

- ◆ **Output 2: Tools, systems, processes and common practices are improved and implemented in the Caritas Sri Lanka network:**

Tools, systems, processes in the Caritas Sri Lanka network, the most important and urgent being the Project Monitoring system, in cooperation with the Diocesan Centres and sector advisers, will be implemented. Financial procedures, communications and psycho-social training manuals and a manual of best practices on livelihood components will be produced. TALLY software is upgraded (new version) to an online system to ensure real time data collection and closer financial monitoring.

- ◆ **Output 3: The National Centre monitors closely the progress of the Diocesan Centres activities**

Monitoring and evaluation support will be provided to the Diocesan Centres to measure achievements and impacts, through an increase in the number of field visits and sector review/co-ordination meetings, which have had to be neglected in 2005 given the workload and insufficient staff. Furthermore, an external audit and 2 evaluations of the project will be conducted.

- ◆ **Output 4: The National Centre develops networking with authorities, other organisations and media and works on specific advocacy issues:**

Frequent contacts will be made and kept with authorities, other organisations and media to develop advocacy, especially in the fields of livelihood and housing. Updating the Task Force on the progress of activities and availing their direction on policies, as well as those of the CBCSL and CSL management be critical to support implementation.

iii) Cost: *39,962,225 Rupees* (333,018 Euros, 391,786 US\$)

i) Purpose 6:
Human and organisational capacity within Caritas Sri Lanka network is improved:

i) Background, main choices, constraints and risks:

In order for CSLs' Tsunami response program objectives to be met, the organisations that are charged with implementing the programs, the five diocesan centers and national office, need to have appropriate infrastructure, managerial systems, and trained staff to meet the demands of the program. Caritas partners at the diocesan and national levels have had to hire scores of new staff, both field based and at the managerial level; their budgets have multiplied hundred-fold; the range of programming activities undertaken has diversified beyond recognition; coordination with government agencies, national and international organizations is a daily challenge. The rate of this exponential expansion has taken place, literally almost over night. Therefore, in order to provide the necessary infrastructural and organisational capacity, the Caritas Sri Lanka network must be substantially increased. In order to provide the necessary foundation for the successful implementation of the Caritas Tsunami recovery program, the capacity building program will focus on delivering three main outputs.

ii) Outputs and targets:

◆ Output 1:

Caritas Sri Lanka network staff is equipped to manage the Tsunami programme:

In order to deliver the programs to such a huge number of beneficiaries spread across such a vast area, an increase in staff was necessary: almost 500 new staff have been hired already and *153 are planned to be hired in 2006*. Besides this quantitative aspect, an important effort is planned in order to increase the capacities and knowledge of the staff at both national and diocesan level: *661 persons will be trained in 2006, of which 101 in livelihood, 89 in M&E, 350 in psycho-social, and 350 in finance*. In order to build staff competencies, workshops, both at the national and diocesan level will be provided, along with individual computer and language courses where appropriate. At the invitation of the diocesan centers, the national office will conduct a thorough needs assessment, identifying what areas of organizational and staff skills require improvement. Together, the diocesan and national offices will develop training plans, and implement the approved activities.

◆ Output 2: **Equipment and buildings of Diocesan centers are completed:**

With massive staff increases and because of the creation of sub offices in Matara, Hambatotta (Galle), Ampara (Batticaloa), Negombo, Morutuwa, Kalutara (Colombo) and Mullaithivu (Jaffna), building expansion is also necessary. The increases in physical infrastructure (4 new buildings constructed and 4 building extensions completed) will take place at the Diocesan level, with coordination and assistance when required coming from the national office. Likewise, certain infrastructural investments, such as *vehicles (19)*, computers (62), etc. are unavoidable. The constraints are most obviously the availability of resources to bring the infrastructural requirements of the diocesan centers to the level that is required by the size and scope of the Tsunami response programme.

◆ Output 3: **Efficiency of management functions is improved**

With entirely new and larger programming areas, more than doubled staff sizes, and exponentially larger budgets, Caritas Sri Lanka management structures have been put under incredible strain. Management systems that previously met the needs of programming were not designed for scale of the Tsunami response program. Therefore, it is necessary to assist the Caritas Sri Lanka network in meeting their required organizational change, such as possession of an effective human resource system, including: hiring procedures, systematized job descriptions and staff performance review, organizational chart that aligns proper roles and responsibilities to required functions, systematized decision making processes, systematized meeting processes, staff manual,

competitive salary scales⁶. Furthermore, collaboration of the Diocesan Centres between themselves and with other organizations will be reinforced.

iii) Cost: *618,78,971 Rupees* (5,155,658 Euros, 6,065,480 US\$)

⁶ This is not a comprehensive list; it is only a reasonable starting point.

3) METHODOLOGY

a) Organisation of the Programme Team:

The overall Caritas Sri Lanka Tsunami operational and management structure is presented in Annex e). The National Director of Caritas Sri Lanka has overall responsibility for the implementation of the Programme. He is supported by the National Programme Coordinator and facilitated by the Coordination Team of Secours Catholique (1 Chief Coordinator + 1 Programme Coordinator + 1 Administrator + 1 secretary) and the Sectoral Team, which comprises 22 persons (12 local experts and 10 expatriate counterparts seconded by several Member Organisations) covering the below mentioned sectors:

- Shelter
- Livelihood
- Psycho-social
- Capacity building
- Monitoring and Evaluation
- Finance
- Procurement
- Communication

b) Monitoring and Evaluation:

Monitoring and evaluation has been identified as a critical component for supporting the effective and efficient implementation of the programme. To this effect CSL has currently appointed a Monitoring and Evaluation counterpart (Project Officer), working in the Project Unit, to support the strengthening of M&E systems, capacity and procedures both within CSL-SEDEC and Diocesan Centres. The Monitoring and Evaluation Adviser of the National Facilitating Partner supports the counterpart of CSL. The following section outlines the future strategy and methodology for setting up an appropriate and user friendly M&E system.

The core purpose of the CSL M&E System, which will be implemented in January 2006, is to *provide information for impact orientated project management and to involve staff and key stakeholders in learning how to improve project implementation. The M&E system will provide regular reports on project progress to management, staff and different stakeholder groups in a format appropriate for their needs.*

Information needs and Project Indicators:

It is critical that the objectives of the programme can both be measured and verified. To do this, indicators, both qualitative and quantitative have been identified for each level of project objective: GOAL, PURPOSE and OUTPUT. It is also recognised that in many cases it is not possible to define exact indicators and that the process of learning and arrival at output objectives, especially with regards to livelihoods should also be tracked. These are detailed in section 3 and in the Logical framework in section 5.

- **GOAL** level indicators show a desire by Caritas to have a long term (5 years) sustainable impact on the livelihoods of its beneficiaries affected by the tsunami.
- **PURPOSE** level indicators show a desire by CSL to make a positive short-term (3 years) impact on the livelihoods of its beneficiaries affected by the tsunami. Impact is understood in terms of how people affected by the tsunami are utilising the outputs and assets (housing, services, finance, skills and training) provided to them to improve their livelihoods beyond the restoration of where they were prior to 26th December 2005 towards an enhancement. These indicators will measure social and economic change as well as empowerment of communities

to drive their own development. There will be an element of participation involved with beneficiaries in impact assessment. Where qualitative indicators are in evidence a triangulation of methods are identified, such as field visits, observations by animators and project staff, household economic surveys and rapid participatory appraisal (RPA) approaches.

- **OUTPUT** level indicators show a desire by CSL to track the delivery of products, resources and skills transfer. These indicators will measure project deliverables. Data collection for Outputs and activities are largely quantitative and easy to monitor through field observations and reports on a weekly, monthly and quarterly basis.

Critical Reflection Process and Events:

At various milestones in the project there will be key moments for reflection. The basis of this will be monthly reporting and analysis at activity level, quarterly activity to output reviews and annual output to Purpose reviews. The methods for collecting information on progress and impact will involve participation of beneficiaries as well and involvement of other Caritas Sri Lanka stakeholders. There will also be an end of project impact assessment. To complement this, an annual review workshop will take place with the members of the Sri Lanka SOA 3/2005 working group. It is also a critical demand to allow annual external programme and operational evaluations and audits on an annual basis

Communicating and Reporting

CSL will report and communicate both programme results and financial status to inform management and stakeholders, such as CI and national level partners. The key element of the reporting approach is as follows:

- Diocesan Centres will undertake regular reporting to CSL – SEDEC as follows:
 - **Monthly:** highlighting progress with activities achievements;
 - **Quarterly:** highlighting activity progress related to output achievements.
 - **Yearly:** highlighting output progress related to Purpose impact;
 - **Mid-Term and end of Project:** highlighting Impact achievement;
- CSL-SEDEC will also report on progress as above. This will be shared with Diocesan Centres;
- CSL-SEDEC will report to CI on a quarterly basis.

Necessary Conditions and Capacities:

Establishing the conditions necessary and strengthening capacity will be the most important aspect of ensuring that M&E activities support project implementation. Fundamental to this is to:

- Strengthen CSL-SEDEC capacity for M&E linking critical function such as programme quality, financial management and efficient procurement of good and services. In addition to the CSL M&E Counterpart and recently appointed trainee recruited to the Projects Unit 2 additional recruitments will be made;
- Strengthen, in consultation with Diocesan Centres, local capacity for M&E that supports local project implementation and reporting: In addition to local training the Projects Unit will co-ordinate training on project management and M&E for 89 persons of the Caritas Sri Lanka network;
- Improve the working environment and facilities of the Project Unit to support M&E, including office furniture, software and technology;
- The Project Unit will establish in consultation with the finance unit and procurement, Diocesan centres, and sector advisers a user friendly Management Information System to support project implementation.
- Establish regular reporting and co-ordination meetings to support the maintenance and improvement of the MIS that supports Diocesan needs.

Roles & Responsibilities:

All programme staff have monitoring responsibilities but it is important that both CSL-SEDEC and Diocesan Centres have dedicated and trained M&E officers. Within Caritas Sri Lanka M&E will be co-ordinated by the Project Unit (and supplemented by external M&E Consultants), which will support CSL-SEDEC and Diocesan Centres management to make effective use of monitoring information. At all times the Projects Unit will consult with the Tsunami Finance Unit, Procurement Unit, sector advisers and Diocesan Centres. The Project Unit will co-ordinate and support all M&E officer and strengthen their capacity. This co-ordination ensures that M&E is co-ordinated and timely and the effective transmission of findings and lessons learnt to all relevant staff across the CSL network.

c) Communication:

In order to improve the human and organisational capacity within the Caritas Sri Lanka network, Caritas Sri Lanka Communications Unit is committed to devising a communications training programme in 2006. Firstly staff members of the unit will receive training and advice in devising a modular training programme for key staff within the organisation.

Already introductory media training has been carried out in five sub-offices and in SEDEC. Using feedback from these training days, and advice on different teaching, the Communications Unit will draw-up a national Communications training programme.

This programme will include a general introduction to the media, how to write a press release, media interview techniques (for print, radio and TV), article-writing and tips for producing a good newsletter. Photojournalism will also be part of the training programme. It is planned to run training programmes at diocesan level, but also at national level, from April to September 2006. Implementation of the training programme will be reviewed quarterly.

The Communications Unit is also committed to improving Caritas Sri Lanka's ability to communicate on the organisation's work. Improved communications will lead to increased visibility, and thus transparency, of the network. In this regard the unit will formulate a communications plan for the network and the national office. It will then work on publishing a Communications manual for use by all the network offices. This will be a practical manual which covers the topics covered in the training programme. Communications staff will produce fortnightly articles for distribution to the Caritas Internationalis network. They will also work on cultivating media contacts, especially national media, through periodical meetings with journalists, and ensuring the media contact list for receiving press releases and being invited to press conferences is kept up-to-date. Every six months the unit will organise a media trip for national journalists to showcase some of the work Caritas Sri Lanka is doing

The unit aims to issue one press release every three months, in order to keep Caritas Sri Lanka in the public eye. It will also organise press conferences to coincide with major events. A monthly newsletter will continue to be published, and will be distributed to Government officials, partners, and media. The Caritas website will also be updated every month.

d) Procurement:

Effective supply chains will determine the success of the programme. Supply chain improvements within CSL will benefit the programme in 3 ways: Increased programme impact, enhanced programme quality and improved cost-effectiveness and efficiency.

Programme Impact

A successful programme does not just happen by itself; it must be supported by a carefully planned and managed logistics system. If this is not planned properly then the programme will be plagued by irregular material supply. Adequate time for planning has to be given to the procurement sections to prevent material unavailability (stockout) as this can create a serious problem in rapidly expanding programmes. When the supply chains do not keep pace with the growing number of beneficiaries' delays will be incurred and beneficiaries will quickly lose faith in the programme and stop asking for its services.

Programme quality

An effective logistics system is a cornerstone of quality programming. Given adequate investment and recourse the supply chain connects to the programme quality through: Quality of the products supplied and availability for customers and providers. A sound logistics system ensures the safety and efficiency of the products by routinely checking for quality throughout the procurement and distribution process. Clear and comprehensive product specifications are the first step in quality assurance (QA), followed by routine sampling and testing during manufacture and upon receipt. Subsequently, the distribution and system provides QA by tracking expiration dates and ensuring good storage and handling practices. Well-supplied programmes can provide superior service.

Improving Cost-Effectiveness

An effective supply chain contributes to improved cost-effectiveness in all parts of a programme and it can stretch limited resources. Strengthening and maintaining the logistics system is an investment that pays off in three ways: reduces cost due to overstock, waste, expiry, damage, pilferage and inefficiency. Protects other major programme investments (without product there is no programme), maximises the potential for cost recovery (if we are to enter into co-payment).

e) Finance and accountings:

Background:

The National finance team receives advice from Mr. Kandasami a financial consultant, from the Management Team, from the Bishops Task Force, from the Internal Auditor (Mr. Joe Muttupulle) and from the External Auditors. The National finance team shares documents and experiences with the diocesan finance staff. Necessary training, if required by the DC staff will be arranged by National staff. Review meetings are held once in three months and the areas discussed are:

- The present system of finance;
- Tally accounting software;
- Report format;
- Budget format;
- Financial issues;
- Financial management;
- Road map for the future.

The progress made so far:

- Installation of Tally software in all the Diocesan centres and Sub offices;
- Monthly reporting and monitoring of Diocesan Centres;
- Finance team coordination established;
- Website for Tally established;
- 2 trainings conducted for D.C. Finance staff;

- Finance manual prepared;
- Cash Management system established from 1st November;
- Workshop on accounting for building construction;
- Finance staff monitor contracts with documentation and follow up of Bank Guarantees / Bonds/ Insurance and safe custody of the same.

Action plan

Empowerment of Directors by providing help for monitoring of budgets, Project balances, donor reporting, advance analysis and tracking with beneficiaries with the National Identity Card numbers. A training program has been planned to empower the directors on use of Tally software.

An action plan for finance and accounting has been developed. This includes regular missions to Diocesan Centres (DC) by competent financial staff and the appointment of a budget controller for each DC. The Finance Manager in each of the Diocesan Centres (DC) will be involved in contract coordination meetings to enable them to understand the programs and the link to the program staff. Computer software will be improved to synchronize the DCs with the National centre. The chart of accounts will be redesigned to match with the Budget lines for 2006. Two technicians from Tally have been recruited. A system of fortnightly Cash forecasts has also been introduced. Some D.C.'s are currently unable to meet deadlines in submission of accounts and information. We intend to overcome this by synchronizing the Tally software. A website has already been established for the same. There are problems with synchronizing the logistics with finance. This is to be overcome by entering logistical data in Tally.

f) Advocacy and lobbying

The Catholic Church of Sri Lanka is one of the institutions which have been actively involved in advocacy & lobbying in the past on various issues and at different times. As such the Church is mandated and responsible to be the voice of the voiceless. During the past, when the government had planned to implement projects without proper environmental analysis, the Church was the voice of the concerned sectors of people. Some of those projects were the 'Upper Kothmale Hydro Power Plant' and the 'Norochochulai Cole Power Plant'. Human rights of the plantation sector workers was an area that drew the attention of the church on advocacy & lobbying in relation to just wages, housing and sanitation. During the long years of the ethnic war the Church has responded with advocacy & lobbying on Human Rights responding to torture, violence and arbitrary arrest of innocent civilians under the PTA. Furthermore dialogue between the government and LTTE during the war for peace and reconciliation was a major task of the Church on advocacy & lobbying. In all these its main task had been to work with the people building awareness on particular issues. This enabled them to identify appropriate methodology for advocacy and lobbying and participate actively along with the Church.

Having established credibility on advocacy & lobbying regarding various issues, Caritas Sri Lanka SEDEC, the social arm of the Catholic Church, has already voiced its concern to the President, Prime Minister and the Cabinet Ministers for a smooth operation of the relief response. Caritas Sri Lanka SEDEC continues to advocate on appropriate land allocation under the buffer zone policies and on a clear title deed to the beneficiaries to ensure the ownership of the land. Further on government compensation to the beneficiaries and minimum infrastructure facilities to the relocated sites. Caritas Sri Lanka SEDEC further recommends the insurance of assets provided to Tsunami victims. The task at hand needs to be accomplished by educating the people and going through the analysis with them in order to mobilize them and ensure their participation at national and diocesan levels where ever it is possible.

g) Involvement of the beneficiaries and other stakeholders

The involvement of the communities and the participation of the beneficiaries are given importance and emphasize in the NGO sector today. It is understood as the active involvement of people in making decisions on the planning and implementation of processes, programmes and projects which affect them. This component is well taken into account in this SOA. The time taken to finalise this SOA Programme has been more than 4 months, the reason being that the approach adopted is a bottom up one. The need assessment and community resource analysis form the major part of the planning process where the involvement of the local people was quite high. The Diocesan Centres enabled the people to explain their vulnerabilities and priorities, allowing problems to be defined correctly and responsive measures to be designed for implementation. The community involvement thus arrived at the list of right beneficiaries for livelihood and finalised the house design for permanent houses, etc.

The resource assessment within the affected community has brought about increased capacities, skills and capabilities of the various members that are put into use in the implementation process. It reinforces the local organisations, building up confidence, capacity to cooperate, awareness and critical appraisal, thus increasing people's potential for tackling other challenges. As the community participation increases the ownership of the rehabilitation measures and the results, various committees representing the different social groups have been formed for sectors such as housing, livelihood and monitoring and evaluation.

Finally, as the tsunami response creates more assets with value addition the sustainability and maintenance of the same become vital. The programme looks into the same by forming and strengthening various management committees among the beneficiary community. The approaches adopted in mobilising the community participation are: guided participation and people-centred participation.

- **Guided participation**

The Diocesan Centres provided guidance to the beneficiaries on various government policies on housing, buffer zone and compensation, etc. Besides this the people were also exposed to the various rehabilitation measures and especially to the housing related activities, such as safe building techniques, etc.

- **People-centred participation**

It primarily aims at empowering the individuals and the communities by actively involving them in defining problems and needs, deciding solutions to them, implementing agreed activities to achieve those solutions and evaluating the results. In short, it is decision-making process where ownership increases not only on the achieved results, but also the future management and maintenance strategy. As the implementation progresses, the people centred-participation will take a clear shape.

The involvement of the government agencies such as THRU, TAFFREN and the local government bodies is also foreseen for certification, authentication and approval for various components such as land title, house design, sanitation, etc. Besides, the participation in the NGO, INGO coordination meetings both at national and diocesan level helps to learn good practices and addresses common issues affecting the people. Finally, the future development programmes will be linked with the government policies on development.

h) Link between the tsunami programme, the NAP, the NPP and the R&R programme:

At the moment, there are three main on-going programmes by Caritas Sri Lanka, the National Animation Programme (NAP), the National Peace Programme (NPP) and the North and North East war victims Programme. They share very strong common features with the Tsunami Programme:

- The NAP, NPP and war victims Programme include the coastal line in their geographical areas. In certain dioceses the NAP staffs are integrated in the Tsunami Programme, in other dioceses they function as separate units;
- Vulnerable elements of the population are priority targets of the above 3 programmes;
- All programmes share common understanding of Integrated Human Development (including participatory approach and empowerment);
- A great number of components of the SOA 3/2005 are present in the other Programmes; livelihood, shelters, education, health are also developed in the war victims Programme and in the NAP; there are Peace Groups to be formed in the Tsunami Programme, etc.
- All of these Programmes have similar cross cutting issues (gender, human rights).

This proximity could also create specific difficulties in the particular case of the war victims living in the non affected areas that can see the level of financial assistance for the tsunami victims and compare with their own situation. This could in the long run create tension and divisions among the poor and bring about social disharmony. For all these reasons, it seems necessary to give a strategic coherence, during the period covered by this strategic plan, between the Tsunami Programme and the three other Programmes in order to:

- Learn from other experiences and enable them to enrich each other;
- Avoid duplication or negative effects.

This could be achieved by establishing a close coordination between them, by the way of;

- Half-yearly progress meetings at National level;
- Common trainings in components such as livelihood (with NAP) and shelters (with the war victims programme);
- In the tsunami affected areas, the housing and livelihood programmes of the War Victims programme have to be closely coordinated.

i) External coordination:

After the Tsunami Disaster all Sri Lankans came forward to help the victims. Government authorities were coordinated to draw up a contingency plan to provide relief and rehabilitation to the victims in a systematic manner since there was a need to properly regulate the enormous help given by various donors from all over the world. Government authorities like the different line ministries related to relief & rehabilitation and other special task force teams appointed by Her Excellency the President, like TAFREN, TAFOR, CNO and THRU, work together with the different NGOs and INGOs on a long term plan to help the victims. Caritas Sri Lanka SEDEC has to coordinate with the government authorities on one hand and together with different NGOs and INGOs on the other hand. Through a common effort to help the victims there is a different role for each sector to accomplish. There are certain challenges that we have to face when we have to work as mentioned above. There are a number of groups working independently to achieve the same goal. Duplication and gaps are a possibility that should be prevented through co-ordination.

Government authorities were involved in policy design and ensuring their implementation. There are certain responsibilities of the government authorities that need to be properly channeled so that various implementing organizations would receive adequate and impartial assistance. There are certain restrictions that are imposed by the Government that need to be respected while giving importance to the task at hand and at the same time respond to the need realistically and efficiently. For this end there is a need for the different NGOs and INGOs to work together. They had to face challenges, bureaucracy, bottlenecks and restrictions but unite to overcome difficulties. Among the NGOs and INGOs there is also a need to be aware of which organization is involved in implementing what type of work for effective response. Common standards were necessary for proper implementation. A

strong coordination mechanism was essential in the relief and rehabilitation operation which is in the perspective of the beneficiaries. At the same time, in a different level, there was a need to have better coordination in sharing information. Information dissemination on needs assessment, analysis, awareness and education of different possibilities and best practices specially of disaster management and conflict resolution to provide better service with an approach for an integral human development. Various meetings, seminars and workshops were held in order to educate and enhance capabilities and to empower the people involved in different sectors. With regard to the work that was already done there was a need to have a proper database of beneficiaries who received assistance and what they received. Caritas Sri Lanka SEDEC with its Diocesan partners had to work together in achieving their goal. From the national level they had to share information with their Diocesan partners for better participation in implementation. Thus the external coordination had to go hand in hand with the internal coordination mechanism for better results. Proper external coordination also was important in lobbying and advocacy on specific issues to draw the attention of relevant authorities and NGOs where the external coordination mechanisms will be the forum.

j) Exit policy

Sustainability of the staff at the end of the Project

The SOA is a time-bound programme and hence the staff are employed on the basis of contract. This does not pose the question: “what about the continuity of the staff?” Once the implementation of the programme is over the employment of the contractual staff ceases to exist. However, there are various options whereby the senior management could manage this transition.

- The possibility of the programme being continued based on the need and the outcome of the programme and hence a few being considered on the basis of their performance appraisal;
- The employment opportunity in the NGO sector today is quite high;
- On the basis of vacancies in the organisation the possibility exists of a few being recruited.

All these options pre-suppose that the employing organisation develops a clear Annual Performance Appraisal of all the employed staff. For the local staff or area coordinators the options are different.

The whole SOA is a bottom up approach and hence the due consideration is given to community participation. During or at the end of the SOA operation the people’s institutions such as fishermen cooperatives, micro credit groups, self-help groups, etc, need to be strengthened and networked. The process will take a different shape and the people’s organisations may still need external guidance though the groups would have emerged as economically viable. At this juncture the above staff will come to assist the process with the partial or full financial support of the community.

For both categories of staff the management has created Employer Provident Funds and Employee Trust Fund systems as per the policy of the Sri Lankan government. At the time of leaving he/she has some substantial amount to manage the immediate future.

Sustainability of the activities and of the results of capacity building

The monitoring and evaluation mechanism would clearly indicate the direction in which the process is heading and the strategy required to sustain such processes. Activities are only the impulse to initiate a result-oriented process and it may not require that we sustain the activities, but the results. Secondly, the whole approach being a people-centred approach, the sustainability depends upon the capacities, skills and motivation of the local community. Therefore, the capacity building at various levels and in different sectors focuses on capacitating of the community so as to sustain the processes.

Link with ongoing programmes:

The impact of the Tsunami Response Programme would result in a process whereby people are enabled to organise themselves to manage and maintain the assets created. At this juncture the NAP needs to develop a capacity building strategy to institutionalise people's organisation.

2) CONSOLIDATED CARITAS SRI LANKA SOA 3/2005 LOGICAL FRAMEWORK:

NARRATIVE	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS/RISKS
GOAL	IMPACT 2 years after Project (2010):	Post Project Evaluation:	
Tsunami affected people in Sri Lanka are empowered to live secure and dignified lives.	<p># of households with reduced % income spent on food and increase in savings.</p> <p># of unemployed among 15-24 year old reduced.</p> <p># of households with legal /secure tenure increased.</p> <p>Net increase in pre-school and primary school enrolment rates.</p> <p># of households enabled and empowered to face a natural disaster.</p> <p>Caritas Sri Lanka is recognized as one of the leading humanitarian agencies in the country.</p>	<p>Household Economic Analysis.</p> <p>RPA – Livelihood Asset qualitative impact assessment with beneficiaries.</p> <p>Secondary economic and social statistics – Government, UN etc.</p> <p>Consumption pattern survey –Participatory pie charts diagrams etc.</p> <p>Gov and Private school Enrolment Reports.</p> <p>Losses of properties and lives in next natural disasters.</p> <p>Invitations for conducting programmes by Government and international institutions.</p>	<p>The current cease-fire remains in place after the presidential elections and a peaceful environment continues during the next three years.</p> <p>Christian organisations will continue to be permitted to operate in Sri Lanka.</p>
PURPOSES	IMPACT at end of Project (December 2008)	Annual Output to Purpose & Mid Term Reviews	
P1: Tsunami displaced families have the support and means, supplementary to their own efforts, to return to permanent homes in a secure living environment.	<p># of permanent homes constructed on new sites , or repaired, occupied by families</p> <p># of self build homes constructed by affected families</p> <p># of homes repaired by affected families</p> <p># of families with access to water and sanitation facilities</p> <p># of households participating in on-going community disaster preparedness activities</p>	<p>Household Satisfaction Survey.</p> <p>Annual operational staff field observations related to output to purpose (Impact) review.</p> <p>Secondary economic and social statistics – Government (TAFREN) UN etc.</p> <p>Household Questionnaires.</p> <p>Before and after skill survey of participants who attended training.</p> <p>Household Economic Analysis.</p>	<p>The identified beneficiaries are able and chose to occupy their homes.</p> <p>Beneficiaries utilise resources and skills to improve their homes and enhance their livelihood.</p>
P2: Livelihood assets are enhanced.	<p># of trained people applying skills in livelihood activities</p> <p># of households utilising restored livelihood assets productively</p> <p># of households engaged in diversified income-generating activities</p>	<p>RPA – Livelihood Asset qualitative impact assessment.</p> <p>Participatory ranking exercise or household economy mapping (PRA).</p> <p>School reports (register of attendance).</p> <p>Beneficiary Questionnaires.</p>	<p>The current government regulations remain unchanged.</p>

<p>P3: The emotional, psychosocial and health wellbeing of people living in tsunami affected areas is improved.</p>	<p># of trained counsellors, religious and lay people, applying skills in affected communities with competency # level of continuing participation in programme of trained counsellors # of affected persons demonstrating improved participating in community activities. # of affected persons returning to productive livelihoods (work). # of incidences of diarrhoea during past 30 days among children under 5</p>	<p>Animator Field Observations. Counsellor reports. Case studies of individuals / group. Health workers field reports & Records.</p>	<p>Community infrastructure is utilised and maintained by the communities. National early warning system is operational.</p> <p>Sound cooperation and collaboration between Facilitating and implementing partners</p> <p>Competent local and counterpart staff are able to be recruited and retained</p>
<p>P 4: Access to and quality of pre-school and school education in tsunami affected areas is improved.</p>	<p>School attendance rates of Tsunami affected children have increased # of Tsunami affected children have improved exam results by 50% # of school buildings and infrastructure being utilised and maintained by communities and students</p>	<p>School attendance records. Schools exam records. Animators field observations and reports.</p>	
<p>P5: Caritas Sri Lanka – SEDEC co-ordination, facilitation and monitoring functions effectively support improved quality of programme implementation.</p>	<p>Programmes and financial monitoring systems in place and functioning in timely manner to support management of the Project. Sector strategies, policies and guidance are operational</p>	<p>M&E reports utilised by management to inform decision-making. Feedback from the Diocesan Centres, minutes of sector co-ordination meetings</p>	
<p>P6: Human and organisational capacity within Caritas Sri Lanka network is improved.</p>	<p>Level of achievement of SOA targets of the Project by their assigned dates.</p>	<p>Staff performance reviews M&E Reports.</p>	
OUTPUTS	BY END 2006	Quarterly Activity to Output Reports	
<p>P1/O1: Communities trained on construction rules and mechanisms and to advocate for a clear and appropriate shelter policy.</p>	<p>10 community committees formed. 20 trainings held. # of families who have resolved shelter related issues.</p>	<p>Animator field reports. Record of Community Committee meetings held. Record of training held and beneficiaries. Record of Shelter disputes resolved.</p>	<p>Favourable political situation permits active advocacy.</p> <p>Political situation allows regular access to all project areas on a daily basis.</p>

P1/O2: Tsunami affected families are provided with secure and appropriate homes	5,630 houses built and 4,050 repaired	THRU office reports. DS and GN registration. Approved plans. Construction contracts and contracts with beneficiaries. Filed monitoring reports. Annual Evaluation	Availability of sufficient construction material and competent contractors, including in un-cleared areas. Necessary authorisations are granted. Other NGOs respect their commitment for maintaining transitional shelters
P1/O3: Transitional shelters are maintained or built until families have permanent house	2,350 transitional shelters repaired; 900 built	Field monitoring reports. Annual evaluation	Communities maintain the infrastructure after construction;
P1/O4: Tsunami affected families have improved water and sanitation	5,960 families provided with toilets and potable water supplies	Field monitoring reports Construction contracts. PHI records. WHO records.	Enough water in good quality is available on all construction sites. Competent contractor is found. Land is available.
P1/O5: Community level infrastructures are repaired or rebuilt	30 children's home repaired. 24 community centres, 5 vocational training centres, 2 light houses, 23 market places and 4 health centres built or repaired.	Community meetings minutes. Programme manager site visit reports. Press reports. DS records	Communities have the ability to provide maintenance for long-term sustainability of the infrastructures.
P1/O6: Communities are made aware and organised for disaster management planning	16 communities have developed emergency plans; 1000 emergency kits stocked in warehouses for 15 000 families.	Copies of written emergency plans.	Communities put into practices those things learned at the training. Positive results of the technical studies; acceptance by the contractors and the householders
P1/O7: New and appropriate building technologies in housing design and construction are developed and adopted	Tsunami resistant house design is created and implemented. # of better quality cement blocks, and micro concrete cement sheet produced.	Records of the production centres. Report of a technical survey by central technical teams. and coordination team.	
P2/O1: Assets of farmers, fishermen and small business families are restored.	Restoration of assets to 2,895 families (225 fishermen, 2,165 farmers.	Monthly reports on items provided and distributed and # of beneficiaries.	Duplication of inputs by other NGOs. Sufficient income earned to support the basic needs of the families.
P2/O2: Community based organisations, based on occupations, are formed, strengthened and enabled to have access to training, material and financial resources to restore and enhance their assets and protect their environment	591 groups formed (1,075 fishermen, 3,110 farmers, fishermen and small business groups are formed and function. 700 coconut trees planted in the coastal belt	Field officers reports Credit/loan statements; Meeting minutes	Economic environment is conducive for the livelihood enhancement. At risk youth attend training programs and are actively engaged in their course. Market studies give reliable information and positive results.

P2/O3: vulnerable populations are organised and have access to resources to improve their situation	54 widows groups are formed and receive enabling resources in the creation of alternative and sustainable livelihood options. 1,922 youths (boys and girls) and 2,663 unemployed construction workers are provided with skill training.	Animator field monitoring reports. Record of training conducted and beneficiaries.	External consultancy is available; participation and motivation of the beneficiaries groups
P2/O4: Market based value adding opportunities are created for self-help groups, communities and families.	# of sustainable market options identified with beneficiaries. # of business plans approved. # of products sold to effective producer markets.	Preliminary market studies reports. Participatory market chain analysis. Business plans. Proceeds of the sales.	
P3/O1: The traumatised tsunami affected people overcome their psycho social stress and return to normalcy through counselling	17 children's homes; 6 new resettlements and 17 transitional camps where counselling and psycho-social assistance is provided. 18 programmes are conducted for children, youth, families, women and widows. # of adults and children who have received counselling. # of counsellors trained at national level.	Field Reports. Attendance registers of the counsellors. Attendance lists of training sessions.	All community members support actively psycho social activities despite the current cultural practices. Active cooperation of the Mental Health Unit of the Ministry.
P3/O2: The communities acquire awareness and knowledge on health and nutrition	# of community groups formed and active. # of health volunteers trained. # of communities with awareness in health and nutrition	Monthly field reports. Records of the clinic centres. Acknowledgement received from external agencies, e.g. Public Health Department.	The Department of Health cooperates with the Dioceses. Relevant authorities permit active advocacy and related activities.
P3/O3: Practices on peace and human rights have improved	22 communities where a peace group is formed and functions; # of activities initiated and implemented.	Record of Peace Groups formed. Field monitoring visits.	
P4/O1: Access to education is improved by providing infrastructure and assisting teachers' remuneration	19 pre-schools will be built/repared and 35 will receive financial assistance for their functioning; 23 schools will be built/repared and 15 will receive financial assistance for their functioning	Technical reports of Education Department; financial records; monthly reports; salary and allowances receipts; MoU signed with Ministry of Education.	Facilitating role of relevant authorities is ensured.
P4/O2: Destitute children are enabled to continue their education with basic facilities	7000 students of pre-schools and 285 students of schools will receive financial assistance	Animators field observations and reports. Financial records of assistance provided.	
P5/O1: Through consultations, the National Centre defines operational policies and recommendations and implement them	National strategy frameworks and policies for shelters, livelihood, Finance, M&E, procurement & logistics are formulated and in the process of implementation. A communications plan for the Caritas Sri Lanka network is formulated and executed	Strategy documents, policies and plans produced and disseminated.	

<p>P5/O2: Tools, systems, processes and common practices are improved and implemented in the Caritas Sri Lanka network</p>	<p>A Project Monitoring Mechanism, covering all the sectors of the tsunami programme is established in January in cooperation with the Diocesan Centres.</p> <p>Specific evaluation tools of the progress in the psycho-social area are in place.</p> <p>A shelter website is created and maintained.</p> <p>A financial procedures manual, a communications manual, a psycho-social training manual and a manual of best practices on livelihood components are published</p> <p>A management and logistic information systems are established.</p> <p>TALLY software is upgraded (new version) to an online system to ensure real time data collection and closer financial monitoring.</p> <p>Regular vendor analysis are provided to the Caritas Sri Lanka network</p>	<p>Diocesan consolidated programme monitoring and financial reports. Website visitor statistics. Manuals published. Financial assessment reports from TALLY available.</p>	
<p>P5/O3: The National Centre monitors closely the progress of the Diocesan Centres activities</p>	<p>Monthly activity updates from Diocesan Centres are consolidated and sent to CI on time.</p> <p>Quarterly activity to outputs and annual output to purpose progress reports and financial accounts from Diocesan Centres are consolidated and sent to C.I. on time.</p> <p>One external audit and 2 evaluations (of which one external) are conducted by end of 2006.</p> <p>Each sector organises a monthly review meeting.</p> <p>The national Co-ordination Team conducts quarterly visits to the field.</p>	<p>Monthly activity reports sent to CI on 10th of each month. Sector mission and monitoring reports produced. Minutes of co-ordination meetings.</p>	

<p>P5/O4: The National Centre develops networking with authorities, other organisations and media and works on advocacy on specific issues</p>	<p>Shelter: 10 meetings per month with THRU and other agencies Psycho-social: an operational mechanism is developed by the end of March in consultation with CHAI and other related NGOs Finance: # of contacts made with other tsunami countries to share experience Communications: # of national and international media coverage of Caritas Sri Lanka has increased Livelihood: # of national NGO/INGO/GO coordination meetings attended</p>	<p>Meeting minutes / notes. Mission reports. Press cuttings and website visitor statistics.</p>	<p>The overall political situation is conducive of advocacy work by Caritas Sri Lanka</p>
<p>P6/O1: Caritas Sri Lanka network staff is equipped to manage the Tsunami programme</p>	<p>15 new staff recruited at the national level: (Shelter: 7 M&E: 2; livelihood: 2; Procurement: 2; Communications: 1; Finance 1). 138 new staff recruitments at diocesan level 94 workshops and training events at the diocesan level 661 persons have been trained at national and diocesan level: (Housing: 7; M&E: 89; Livelihood: 101; Psycho-social: 350; Finance: 49; Communication: 50; Procurement: 14).</p>	<p>Capacity needs assessments completed. Workshops reports. Payroll lists. Staff performance evaluations. Records of numbers of persons being trained.</p>	<p>Appropriately skilled and motivated staff are available and maintained. Trained staff continues to work with the project for a reasonable period after training.</p>
<p>P6/O2: Equipment and buildings of Diocesan centres are completed</p>	<p>9 buildings constructed. 3 building extensions commenced. 19 new vehicles purchased. 62 computers purchased.</p>	<p>Assets register. Inventory registers.</p>	
<p>P6/O3 :Efficiency of management functions is improved</p>	<p>% of staff with job descriptions, contract and Individual Performance Reviews completed. # of programmes executed in collaboration with other dioceses or organisations. # of organizational charts and staff manuals produced.</p>	<p>Programme monitoring Reports.</p>	
