



## STRATEGIC PLAN and FRAMEWORK

### Flood Relief Programme 2016

Diocese of Colombo / Board of Social Responsibility (BSR)

May 2016

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## Biblical Rationale

***“A voice is heard from Ramah, weeping and great mourning....refusing to be comforted”***

(St. Matthew 2:18).

The recent Catastrophe of floods and landslides that hit Sri Lanka as described below, has raised many difficult questions in the minds of the affected and non-affected. The response of the gospel of Christ to the question - Why, is the assurance of the presence of the very being of God Immanuel among the affected? The activities described below forms a translation of the invisible presence of God into a visible presence through the church. This will 1) empower the affected in the name of Jesus to stand up and walk (Acts 3:6-8) 2) Advocate the relevant government agencies to fulfill their responsibilities 3) create awareness towards the responsible stewardship of the nature.

## Preamble and Situation Analysis

On 15 May 2016 Sri Lanka was hit by a severe tropical storm that caused widespread flooding and landslides in 22 districts of the country destroying homes and submerging entire villages. At least 84 people are known to have died as a result of Tropical Storm Roanu and a further 116 people are still missing, many as the result of a landslide that struck Aranayake, Kegalle district on 17 May 2016; this was followed by a second landslide in the same area four days later and landslides warning remain in place in nine areas of the country.

Currently 237,240 people are displaced from their homes and living in a variety of safe locations including camps, schools, temples, with host families and in other temporary accommodation. The majority of these displaced people are in Colombo and Gampaha districts in the south-west of the country where floodwaters still remain high. As a result of heavy rains, several major reservoirs overflowed and flood gates were fully opened to avoid a dam breach, causing flooding downstream. Areas downstream of two large rivers to the north and south of the capital city Colombo, the Kelani river and the Kalu Ganga (river), remain flooded with the possibility of further floodwaters flowing from upstream areas should heavy rains persist.

It is expected to take several days for floodwaters to recede and in some areas water levels remain as high as the roofs of people's houses with access only possible by boat or by air. Many of the affected population, particularly in the rural areas, were already amongst the most vulnerable in the country and have now lost everything, including their homes, possessions, agricultural land and means of making a living. In the urban areas there are growing health concerns related to the quantity of so much standing water in highly populated areas and the destruction of much of the water and sanitation infrastructure, which could lead to serious public health issues.

While Tropical Storm Roanu has now passed over Sri Lanka, the Department of Meteorology predicts more rain over the island in the coming days as normal south-west monsoonal rains settle in. This could cause additional flooding and landslides in many of the same areas which are still waterlogged, with those who have lost their homes and who are living in temporary shelters the most vulnerable to the potential impacts.

The Government of Sri Lanka is leading the response to the floods; Tri Forces are fully engaged in search and rescue, and evacuation missions as well as distributing relief items to those people still trapped by the flood waters, and the Sri Lankan Army are working to recover the bodies of those missing in the Aranayake landslide. Local organisations, faith groups, youth groups and businesses are actively involved in the provision of aid. Priority needs are for WASH, health, shelter and food assistance, and current requests include the provision of emergency items including clothing, water purification tablets, temporary latrines, hygiene and cooking equipment, and boats. UN agencies and NGOs are providing items from existing stocks.

## Scope

As mentioned above 22 districts out of 25 districts in Sri Lanka have been affected in one way or another. Except for three such districts the Diocese of Colombo has its presence through its parishes in these districts.. The worst affected districts are Colombo and Gampaha where the Board of Social Responsibility (BSR) of the Diocese of Colombo have made interventions with emergency relief soon after the disaster. The BSR will continue to focus on these two most affected districts but will also entertain requests from parish priests in other districts for relief. On a more medium term basis the BSR will focus on recovery which will include other districts as well. Long terms strategies are also being planned which would focus possibly on Education and regaining livelihoods.

## Strategy

This document is intended to be used as a Working Document to guide the Task Force in all of its relief operations. The Strategy as envisioned and planned by the BSR Team is 3 fold as follows:

### □ **Phase 1:** Emergency Relief [Immediate]

The Emergency Relief Phase of the operations commenced no sooner the disaster happened on 15<sup>th</sup> May 2016 with the Aranayake Landslide and the flooding of the Kelani River. The temporary Flood Relief Office was set up by the Diocese in Negambo on (xx?). With the situation worsening by the day resulting in scores of casualties, it was decided to move the office from Negambo to the Diocesan Office in Colombo.

Both priests and lay persons of the Diocese carried out reconnaissance missions especially to areas in Colombo, Gampaha and Negambo to ascertain the damage. These visits proved useful in determining priority requirements in emergency relief.

An emergency meeting was held on 22<sup>nd</sup> May 2016 at the Diocese to set up the Task Force and to appoint members to the 5 different Teams. An official letter was sent out to all the key stakeholders of the Diocese on Sunday 15<sup>th</sup> May, which was also read out at all Sunday worship services in all of the parishes coming under the purview of the Diocese of Colombo. The Anglican Schools in Colombo were also informed with regard to this. The initial communique whilst emphasizing the severity of the disaster also communicated the priority emergency relief items required namely biscuits, sanitary items, instant noodles and drinking water. The response from the stake holders

and well wishes was prompt and very positive with both relief items and cash coming in. Further the inquiries from overseas donors was overwhelming. Teams of volunteers and systems had to be in place very quickly to address these inquiries as well to receive stocks, record entry of stocks and to disburse the relief items to meet the requested needs urgently. The Task Force lost no time in setting-up office to respond to same. Many volunteers from parishes, schools and the CCYM have been tirelessly working to streamline operations in taking stock of the relief items pouring in and disbursing them out to the affected areas.

Phase 1 operations of collecting and distributing emergency relief items will continue. Up to now the government operations in providing relief have been very successful. The type of items keep changing with time. In addition to the list of items mentioned above, toiletries, gun boot and medicine are also items in big demand. It is envisaged that Phase 1 operations will continue for at least another 3-4 weeks.

□ **Phase 2:** Recovery and Resettlement [Short-term]

With the water levels receding in many areas the affected people are now moving out of rehabilitation centres and makeshift housing into their homes. The need here is thus to help the affected people to recover their household belongings and support them in resettling. This entails a lot of cleaning of their homes and household items which have been devastated and ruined by the water and for the most part beyond repair. With this the needs also quickly change and thus the focus of our relief programme will be transformed from an “Emergency Relief” operations to that of “Recovery and Resettlement”. In this regard the focus will be to get people to clean up their homes and salvage whatever household items. Cleaning materials, medicine to prevent spread of disease, dry rations, cooking utensils, bedding and bed linen, school uniforms and school books for the children will take precedence during this phase of the operations.

□ **Phase 3:** Rehabilitation and Livelihood Empowerment [Long-term]

The disaster not only destroyed homes and belonging but also deprived people of their livelihoods. For many the only source of income were from numerous vocations and services which they carried out from their homes or in the immediate vicinity. These are now completely washed away and lost. To make things even worse, all of their important documents such as birth certificates, national IDs etc. have been all destroyed. Therefore the issues to be addressed during Phase 3 operations are those of rehabilitation and long term livelihood empowerment.

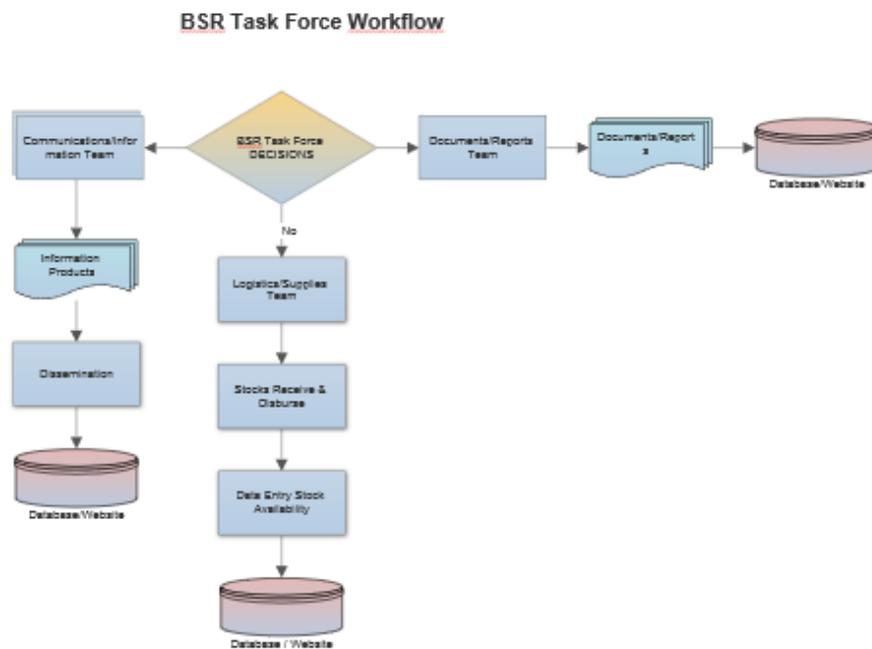
## Flow Chart

The BSR through its experience on Disaster Risk Management had a Diocesan preparedness plan for responding to disasters. Immediately after the floods started affecting the Communities and its livelihood, the Central BSR activated its preparedness plan and initiated systematic and coordinated humanitarian assistance at the regional level. The BSR activated a Central Operation Team (COT) to Plan, coordinate and monitor the humanitarian assistance given through the Regional BSRs and Parishes

at the local level. There were DRR trained teams dispatched frequently to assess the situation and needs so that the COT will analyze the findings and plan accordingly to assist the affected people. The BSR did not concentrate much on emergency relief work but provided little relief assistance to people who did not get much assistance.

As shown in Chart 1 below the work flow (i.e. operations) for 3 key Teams are illustrated below namely for the a) *Documents, Proposals & Reports Team*, b) the *Logistics, Recovery and Transport Team* and c) the *Communications and Information Team*. The activities and processes of the *Relief and Recovery Team* and the *Finance Team* will be factored into the Work Flow once their respective activities are determined.

Chart 1



## Phase 1 – Emergency Relief [Immediate]

### Objective and Focus

Immediately after the floods started affecting the Communities and its livelihood, the Central BSR activated its preparedness plan and initiated systematic and coordinated humanitarian assistance at the regional level. The BSR activated a Central Operation Team (COT) to Plan, coordinate and monitor the humanitarian assistance given through the Regional BSRs and Parishes at the local level. DRR trained teams were dispatched frequently to assess the situation and needs so that the COT will analyze the findings and plan accordingly to assist the affected people. The main focus areas during the Phase 1 will be set-up and coordination, need assessment, collection and distribution of emergency relief items.

## Plan of Action

Table 1 below provides a list of activities planned to be carried out during Phase 1 of operations.

Table 1

Proposed Activity	Team(s) in Charge	Timeline
1. Move temporary office from Negambo to Diocesan Office Colombo and streamline operations.	<ul style="list-style-type: none"> <li>• Task Force (overall coordination)</li> <li>• Document &amp; Report Team</li> <li>• Logistics &amp; Supplies Team</li> <li>• Relief &amp; Recovery Team</li> </ul>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> week May to middle of June</li> </ul>
2. Mobilize staff, appoint Task Force and teams and allocate roles and responsibilities.		
3. Set up office, purchase phones, computers etc. and organize storage space.		
4. Set up Hotline, databases and monitoring systems to take stock of receivables and disbursement of goods and funds.		
5. Inform parishes, schools and other key stakeholders of proposed plans, action & activities and required priority emergency items.		
6. Liaise with Donors in responding to inquiries.		
7. Draft "Strategic Plan" and Donor Communique.		
8. Ensure smooth flow of goods coming in and flowing out to ensure timely response to meet emergency needs from parishes and other affected people.		
9. Closely monitor stocks of relief items as well as funds.		
10. Provide regular reports and other communication to key stakeholders.		
11. Provision of immediate relief items i.e. dry rations, toiletries, gum boots and		

medicine.		
12. Set-up Volunteer Teams to help out in stock-taking, packaging and distribution activities.		
13. Set-up and mobilize Need Assessment Teams to affected sites to ascertain needs and requirements.		

## Total Budget

The emergency needs were covered by donations in kind and monetary assistance by our Churches and individuals.

## Phase 2 – Recovery and Resettlement [Short-Term]

### Objective and Focus

The Need Assessments carried out during Phase 1 will provide a comprehensive list of the needs beyond the stage of providing emergency relief items. These needs entail Relief and Resettlement activities focusing on clean-up operations to expedite resettlement of families in their homes, providing material to clean up surrounding especially water sources and providing immediate relief to the affected school children in the form of school books and supplies. Assisting school children with exam material such as past question papers is of paramount importance in order to prepare them for examinations which will take place in the near future. Assisting the affected with bedding and cooking utensils are also important activities which will be given priority. Four areas have been identified to provide relief namely Dandugama, Urubokke, Gampha and Puttlam/Chilaw. Need assessment for all 4 areas are currently underway.

### Plan of Action

Table 2 below provides a list of activities planned to be carried out during Phase 1 of operations.

Table 2

Proposed Activity	Team(s) in Charge	Timeline
1. Expedite Need Assessments and finalize required budgets.	<ul style="list-style-type: none"> <li>• Relief &amp; Recovery Team</li> <li>• Logistics &amp; Supplies Team</li> <li>• Communication &amp; Information Team</li> <li>• Finance Team</li> </ul>	<ul style="list-style-type: none"> <li>• June &amp; July</li> </ul>
2. Provide additional dry rations, toiletries, medicine as per requirements.		
3. Provide cooking utensils.		
4. Provide bedding and bed linen		
5. For health and Hygiene provide Water Purification tablets and other relevant chemicals.		
6. Provide Chlorine and other relevant cleaning material.		
7. Provide immediate house repairs to expedite resettlement.		
8. Provide school books and supplies to expedite children to attend school.		
9. Communicate to donors and stakeholders requirements from the Need Assessments.		

### Total Budget

The estimated budget is Rs 2,999,000 for Recovery activities to assist 400 families in 4 areas namely Dandugama, Gampaha, Urubokke and Puttlam/Chilaw.

## Phase 3 – Rehabilitation and Livelihood Empowerment [Long-Term]

### Objective and Focus

Whilst fast tracking recovery and resettlement activities in Phase 2, the focus in Phase 3 will be to provide necessary support to build lost livelihoods. Funding will be utilized to help people salvage and re-build their respective livelihood incomes for examples home gardens, poultry and other animal husbandry projects etc. Counselling and mentoring affected people especially children will also be an important activity which will be explored.

### Plan of Action

Table 3 below provides a list of activities planned to be carried out during Phase 1 of operations.

Table 3

Proposed Activity	Team(s) in Charge	Timeline
1. Livelihood empowering support activities.	• All Teams	• July, August & September
2. Schooling and recreational support for children.		
3. Counselling and psychological mentoring.		

### Total Budget

It is too premature to estimate the budget and therefore will be budgeted when Phase 2 namely the recovery stage comes to end.

Table 4 below provides a breakdown of the total estimated budget as of now as per the 3 Phases of operations.

Table 4

Activity	Budget (Rs.)
• Phase 1	• Goods and material
• Phase 2	• 2,999,000.00
• Phase 3	• TBD
Total Budget	• TBD

## Office: Structure, Administration and Operations

### Staffing

The Task Force consists of 5 separate Teams with each Team consisting of around 5-10 members with a convener appointed for each team. The overall direction and leadership is provided by the Archdeacon of Colombo and BSR. In addition numerous teams of volunteers are solicited for activities such as to carry out need assessments, stock taking, sorting, packaging and distribution of emergency relief items.

### Donor Funding

For the most part all funding for relief operations in Phase 1 are from local contributions. Overseas donors have also pledged significantly towards the Phase 2 activities. Table 5 below provides a breakdown of the donors and their respective contributions.

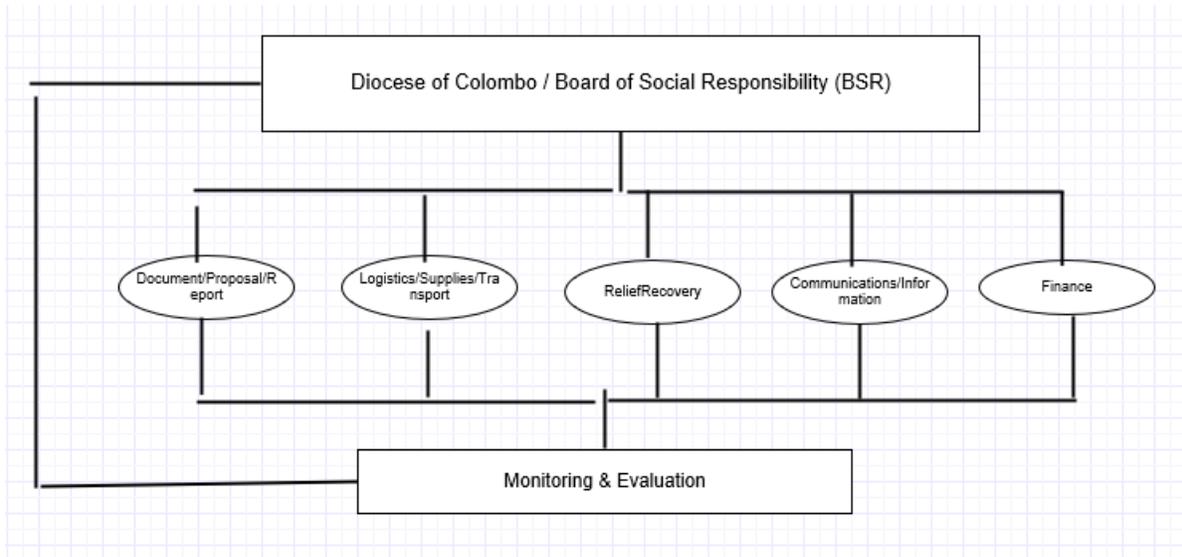
Table 5

Donor
• USPG
• AOV
• ACROSS
• Sri Lanka (contributions)

## Organizational Chart

The Organizational Chart (Chart 2 below) provides a basic operational function of the Task Force and the 5 respective Teams coming under the purview of the Task Force.

Chart 2



### Document, Proposal and Report Team (DPRT)

The DPR team is responsible for writing the Strategic Plan document, compiling information and writing proposals for donors. The team has prepared this Strategic Plan which will serve as a working document to guide all of the relief activities as well as for developing proposals as requested by Donors. This document will be served as a base document for sharing with overseas donors and partners.

### Logistics, Supplies and Transport Team (LST)

The LST team will be in charge of all logistics activities at the Central and Local levels. This team will be facilitating the relief and recovery activities done by the Relief and Recovery team. The team is also in charge of getting quotations, lay out purchasing systems and coordinating transport for the activities.

## **Relief and Recovery Team (RRT)**

The RRT team is responsible for organizing and executing activities at local level. This team will be supported by the Logistics team. The RRT will coordinate with Priests in charge of the areas affected and organize the relief and recovery activities. The team after their program will report back to the DPR team for reporting purposes.

## **Communications and Information Team (CIT)**

The Communication and Information team will be collecting information from the Local level and disseminate to the proposal and report writing team, website and Facebook for updating. The CIT team plays a vital role in planning and implementing activities with regard to all communication tasks. The team has been equipped by providing communications systems to make the activities effective and smoother.

## **Finance Team (FT)**

The FT is responsible for updating financial data and tracking the progress. The team keeps a track of donations received, expenditure and updates the Central Operation Team on the financial situation. The team is also responsible to work with the Proposal and reporting team to estimate budget and prepare financial statements for the reporting emanating from the Need Assessments.

## **Monitoring and Evaluation (M&ET)**

The Central Operation team is responsible for M&E. The team will be monitoring activities and evaluating same weekly to ensure activities carried out are going as planned. The team will also analyze situation needs and challenges to streamline and plan out future activities .

## **Operations and Overall Coordination**

The operational and overall coordination is provided by the Archdeacon and BSR.

## **Partnerships**

Many partners have already shown solidarity and support towards the relief operations both in cash and kind. We were encouraged and are deeply grateful for the solidarity visit from the representatives from 'ACROSS' (Mission Secretary and Priest of the Anglican-Crisis-Relief-Outreach-&-Support-Singapore) attached to the Diocese of Singapore. They were able to visit the affected areas and contributed in

helping people who suffered. We are also working very closely with World Vision and Habitat for Humanity in ensuring collaboration is maximized according to partner strengths in order to avoid duplication of efforts.

We were overwhelmed with the immense goodwill among our church members and those of other faiths and those of no faith in responding to this crisis and thank all who contributed in kind, monetary and volunteerism.

Table 6 below provides a list of partners that have supported the relief programme thus far both in kind and cash.

Table 6

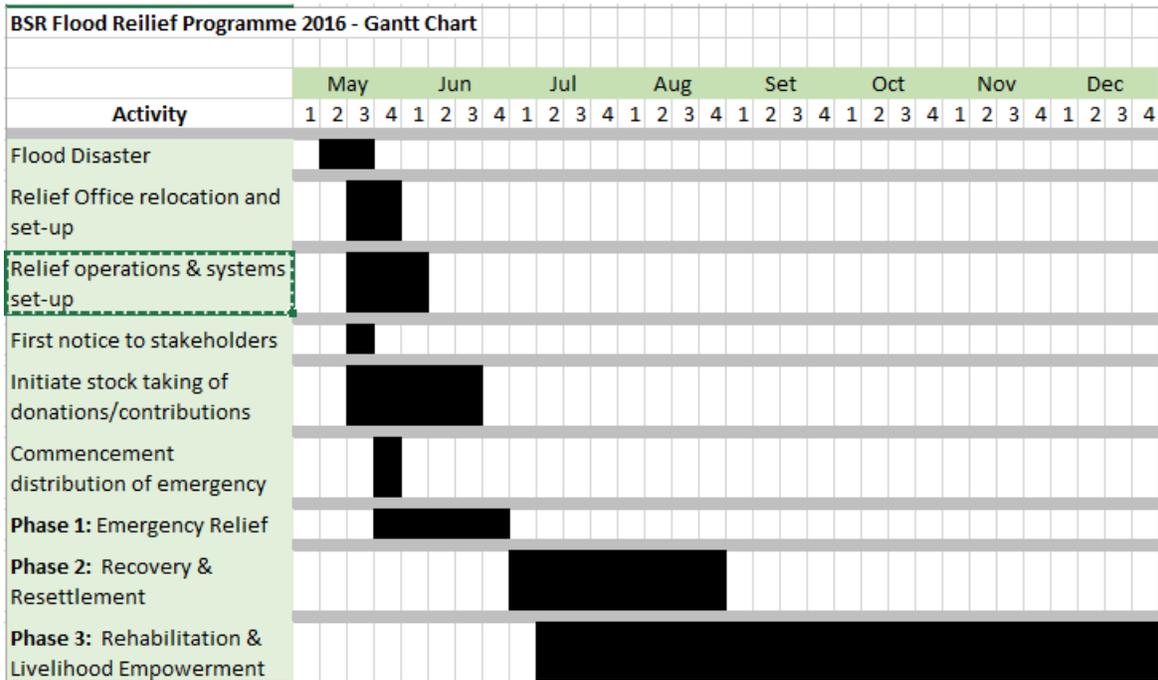
Partner	Type of Support
<ul style="list-style-type: none"> <li>• Parishes/parishioners</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency relief items and volunteers</li> </ul>
<ul style="list-style-type: none"> <li>• Donors (International) (ACROSS – Anglican Diocese of Singapore, USPG - UK)</li> </ul>	<ul style="list-style-type: none"> <li>• Funding.</li> </ul>
<ul style="list-style-type: none"> <li>• Anglican schools</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency relief items and student volunteers.</li> </ul>
<ul style="list-style-type: none"> <li>• Diocesan Boards &amp; Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency relief items.</li> </ul>
<ul style="list-style-type: none"> <li>• Government institutes, INGOS, line Ministries and agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Situation analysis reports, need assessment reports and collaboration.</li> </ul>
<ul style="list-style-type: none"> <li>• Anglican Diocese of Singapore (ACROSS)</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> </ul>
<ul style="list-style-type: none"> <li>• World Vision</li> </ul>	<ul style="list-style-type: none"> <li>• Relief support</li> </ul>
<ul style="list-style-type: none"> <li>• Habitat for Humanity</li> </ul>	<ul style="list-style-type: none"> <li>• Construction activities</li> </ul>
<ul style="list-style-type: none"> <li>• Local suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Supply items.</li> </ul>

## Timeline

The Gantt Chart below (Chart 3) provides a timeline of the activities in Phase 1, Phase 2 and Phase 3.

## Gantt Chart

Chart 3



## References

### Annexes

1. Disaster Management Centre Situation Analysis Report. ([Click Here](#))
2. 1<sup>st</sup> communique issued by the BSR to all parishes. (Page 16)
3. Need Assessment Reports ([Click Here](#))
4. Photographs ([Click Here](#))

## Annex 2

### EMERGENCY FLOOD RELIEF – Board of Social Responsibility, Diocese of Colombo

As you are aware, we as a nation have been severely affected due to the adverse weather conditions due to the cyclone 'Roanu' and situation has only worsened. According to the Disaster Management Centre's reports (as of 20<sup>th</sup> May 2016), the death toll has risen to 64 with 29 injured and 131 missing. The numbers of the affected has risen to 427,918 with 319,507 displaced.

In light of this situation, we, as Christians and as the Diocese of Colombo have been called to respond to the needs of our brothers and sisters, by virtue of our baptism into Christ. And so we urge you to partner with the Diocese on her work to help relieve this situation.

Presently, the government's involvement in immediate relief and rescue missions in providing the essential items has been very satisfactory. However, the Diocese of Colombo through the BSR has ascertain that there is a urgent need for the following items namely, **instant noodles, biscuits, sanitary items, toiletries (soap, toothpaste, toothbrush) and drinking water.**

These items are to be handed over as follows

1. To your parish or 2. Direct to the BSR collection center at the diocesan office Colombo.

Cash and or cheque donations to be made directly to the BSR office during office hours (08 am to 08 pm)

Bank Deposits may be made to the following account:

Bank of Ceylon,  
Independence Square,  
A/C No. 0002322662

Please be kind enough to send in the deposit slips by post or scan and email a copy to the BSR for verification purposes and to acknowledge receipt. The BSR email address is [docrehab@slt.net.lk](mailto:docrehab@slt.net.lk)

Cheques: To be drawn in favor of 'BOARD OF SOCIAL RESPONSIBILITY'

For further information, please contact the BSR during office hours or follow the updates on the relief work on the Diocesan website [www.dioceseofcolombo.lk](http://www.dioceseofcolombo.lk) , or you may reach us on our hotline **0776858946**.

**Coordinator**

**Board of Social Responsibility, Diocese of Colombo**