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Final Report

Sri Lanka: Floods

 International Federation
of Red Cross and Red Crescent Societies

DREF operation	Operation n° MDRLK011
Date of Issue: 27 October 2021	Glide number: FL-2020-000237-LKA
Operation start date: 13 December 2020	Operation end date: 30 June 2021
Host National Society: Sri Lanka Red Cross Society	Operation budget: CHF 250,007
Number of people affected: 111,659	Number of people assisted: 44,402
Red Cross Red Crescent Movement partners currently actively involved in the operation: The Sri Lanka Red Cross Society (SLRCS) is a voluntary humanitarian organization; SLRCS has a strong branch network in all the 25 districts of the country, which is well capable in providing relief in times of disasters/emergencies. Over 150 staff and 7,000 active volunteers are trained in disaster response. National Disaster Response Teams (NDRT), Branch Disaster Response Teams (BDRT) and Divisional Disaster Response Teams (DDRT) are available at National, District and Divisional levels. SLRCS is supported by the International Federation of Red Cross and Red Crescent Societies (IFRC) Sri Lanka Office in this operation, especially in providing the technical support and launching of the DREF.	
Other partner organizations actively involved in the operation: Government of Sri Lanka (GoSL), Tri-forces (Sri Lanka Army, Air-force, Navy), Sri Lanka Police, Disaster Management Centre (DMC), The National Dengue Control Unit, UN agencies, international non-government organizations (INGO), and other civil society organizations.	

A. SITUATION ANALYSIS

Description of the disaster

The northeast monsoon and activation of depression in the southeast Bay of Bengal triggered heavy rainfall in Sri Lanka on the first week of December 2020; the northern province of Sri Lanka being the worst affected. Sri Lanka's Department of Meteorology reported a maximum rainfall up to 279.8 millimetres in the northern province, particularly in Jaffna and Kilinochchi districts. According to DMC situation reports, during this period, two deaths were reported in Jaffna district and the Government of Sri Lanka declared a local level emergency in the Northern Province, hence schools and other institutions in the province were closed. The situation was intensified with the inundation of agricultural lands and standing crops as well as damages to infrastructure. Until 10 December 2020, heavy rainfall continued, which escalated the impact and further reduced the capacity of vulnerable households in the affected areas to cope with the situation.



SLRCS response teams assist affected people in flooded areas in Jaffna district (Photo: SLRCS)

According to the Disaster Management Centre (DMC) situation report, as of 8 December 2020, 111,659 people (33,316 families) were affected across 14 districts. According to the report, 106 houses were fully damaged, and 3,783 houses were partially damaged. A total of 15 evacuation centres were activated and 232 families were sheltered in these centres.

Though 14 districts have been affected to varying degrees, SLRCS covered the two most affected districts of Jaffna and Killinochchi under this operation due to the larger number of people affected and houses damaged.

Summary of response

Overview of Host National Society

With the announcement of warnings from government agencies, SLRCS disseminated weather warnings and put branches on high alert from the outset. At short notice, SLRCS volunteers and first responders provided the necessary support to the affected people in coordination with government authorities. To assist the most vulnerable people affected, branch disaster response teams (BDRT) were deployed in the field to conduct emergency assessments. Based on the operational needs, trained National Disaster Response Teams (NDRT) members were deployed to the worst affected districts of Jaffna and Killinochchi. These trained members assisted the assessments process, relief distributions and planning of Cash-based interventions.

SLRCS took part in the national and district level coordination meetings with the Government of Sri Lanka, DMC and international non-government organizations. SLRCS staff and more than 40 volunteers were deployed to support the relief intervention.

Table 1: Sector-wise summary of SLRCS response

Sector	Activities	Status	Target	Reached
Shelter	Distribution of tarpaulins	Completed	490 families	490 families
Livelihoods and basic needs	Distribution of household items	Completed	750s	750 Families
	Cash grant LKR 10,000 (CHF 51.2)	Completed	1,950 families	1,950 families
	Deployment of cash experts	Completed	2 persons	2 persons deployed from SLRCS cash pool for a period of one month
	International and local procurement to replenish SLRCS stock	Completed	Local procurement and International Procurement	completed
Water, sanitation and hygiene (WASH)	Well cleaning	Completed	600 wells	600 wells
	Evacuation centres and public places - clean-up campaigns including drainage clearing through cash for work	Completed	10 public places	1 school and 9 public places (6,300 people)
	Hygiene promotion	Completed	7 activities	12,450 people
	Develop/print IEC materials on hygiene promotion	Completed	20,000 posters	10,000 hand washing posters 10,000 COVID-19 posters
Health	Conduct FA services in communities	Completed	900 people	570 people reached
	Organize medical camps	Completed	4 medical camps (1,800 people)	4 medical camps (852 people)
	Clean-up campaigns including houses/public places	Completed	750 people	2,472 people
	Dengue awareness campaigns	Completed	10 campaigns (7,500 people)	12 campaigns 8,233 people
	NDRT deployment	Completed	2 persons	2 persons deployed for a period of two weeks
	Progress review meeting	Completed	3 meeting	Progress review meeting conducted in mid- February at Jaffna and Killinochchi Branches and in May at national headquarters
Protection, Gender and Inclusion	All activities were completed under the PGI guidelines	Completed	All target beneficiaries	44,402 (all beneficiaries)
Others	Post Disaster Monitoring (PDM)	Completed	10% of the beneficiaries	Completed
	Lessons Learnt Workshop	Completed	Participation staff and volunteers	21 staff members from SLRC headquarters and branches



SLRCS Kilinochchi branch volunteers conduct well cleaning activities (Photo: SLRCS)



SLRCS Jaffna branch organized a mobile medical camp to assist the most vulnerable (Photo: SLRCS)

Overview of Red Cross Red Crescent Movement in country

SLRCS has a longstanding working collaboration with the IFRC and the International Committee of the Red Cross (ICRC) in implementing various programmes. During the disaster, IFRC and ICRC have been working together in close coordination to provide technical support to SLRCS and shared information at regional and sub-regional levels. Movement coordination meetings involving SLRCS, IFRC and ICRC were regularly organized

IFRC provided technical support to SLRCS in developing the Emergency Plan of Action for the DREF request, operations update and final report as well as coordinating with SLRCS for information sharing with the Movement and external partners. The IFRC Country Cluster Delegation (CCD) in Delhi and the Asia Pacific Regional Office (APRO) provided further coordination support for information sharing and resources.

Overview of non-RCRC actors in country

The national and local level Disaster Management agencies and district administrative units are leading the floods and landslide response across the country. District Disaster Management Centre (DDMC) coordinated the response at the district level together with government agencies such as Jaffna and Kilinochchi district secretariats as well as respective divisional secretariats (sub-district) in the flood-affected areas in both the districts. SLRCS worked closely with the national DMC on coordination and information sharing.

Needs analysis and scenario planning

Needs analysis

The needs of the affected communities were assessed by the staff and volunteers of SLRCS, Jaffna and Killinochchi branches. According to the initial need assessment, most of the people in the affected areas were engaged in agriculture and self-employment, thus they lost their income temporarily due to floods. Therefore, the assessment highlighted the needs of the affected people were – basic needs including food items, household items, and sanitation. Available information indicated that severe losses to livestock and crops in the northern areas were likely to impact long-term food security in the area. Furthermore, during the operation SLRCS received requests from authorities to assist the additional number of affected families with basic needs as these families had not received assistance from any other agencies. Hence the operation was revised to include 450 additional families and they were provided with multipurpose cash grants.



SLRCS volunteers conduct household level emergency needs assessments (Photo: SLRCS)

In the inundated areas, drinking water sources such as shallow wells were contaminated by floodwater, hence priority was given to address the issues on safe drinking water, sanitation concerns as well as shelter needs of affected people. After the floodwater receded, there was an urgent need for disinfecting contaminated wells and controlling vector-borne diseases.

Risk Analysis

Apart from transportation difficulties caused by the intensified weather, the current COVID-19 pandemic was considered the main obstacle during field activities. From March 2020, the Sri Lankan government imposed a countrywide curfew, social distancing measures and restrictions on gatherings, thus IFRC and SLRCS staff and volunteers in the field were provided personal protective equipment and community sensitization and awareness in the context of COVID-19 prevention. All activities were conducted under the COVID-19 guidelines.

B. OPERATIONAL STRATEGY

Proposed strategy

Overall Objective

The operation aimed to support 9,750 people (1,950 families) affected by floods triggered by Bhurevi cyclone/storm landfall from 2-5 December 2020. Assistance was given to the worst affected districts of Jaffna and Killinochchi with shelter/household items, WASH and health care assistance.

The six-month operation reached a total of 46,852 people with shelter, multipurpose cash grant to meet basic needs, household items, WASH and health care assistance. Priority was given to families with pregnant and lactating mothers, disabled family members, elderly people and members with chronic illnesses.

SLRCS volunteers and staff were specially trained to work according to COVID-19 guidelines with community members as well.

The details of the operational approach and assistance provided are as follows:

Table 2: Types of assistance received by people in the two districts with gender segregation

Sector	Jaffna		Killinochchi		Total
	Male	Female	Male	Female	
Shelter	1,204	1295	562	689	3,750
Livelihoods and Basic Needs	4,493	4996	134	152	9,775
Health	4,994	5065	1,022	1046	12,127
WASH	7,661	7917	1,519	1653	18,750
PGI	7,661*	7,917*	1,519*	1,653*	18,750*

Note: Total number of people reached is 44,402

*PGI were integrated across all sector response activities, staff and volunteers made sure PGI was integrated in to planning and implementation as per guidelines provided. Since PGI is a cross-cutting area, population figures mentioned in the tables above are not included in the total number assisted which is 46,852 people.

Shelter: The need to provide tarpaulins was identified during the emergency needs assessment in both Jaffna and Killinochchi districts as the houses have been fully or partially damaged due to heavy rains and floods. Distribution of tarpaulins, ropes and basic awareness materials on the use of tarpaulins to 490 displaced families were carried out. 750 pairs of kaftans and 1,500 units of sleeping mats were also distributed. Volunteers were mobilized and provided orientation on distribution protocols and basic awareness on how to fix a tarpaulin. A total of 490 tarpaulins were provided to 490 households (1,942 people) in Jaffna district and 100 tarpaulins provided to 100 households (508 people) in Killinochchi district. Tarpaulins were provided to most vulnerable families whose houses were damaged as a temporary solution until they repair the houses.

Livelihoods and Basic Needs: Provision of multipurpose cash grants of LKR 10,000 (CHF 51) (50 per cent of average daily wage for 20 days) to 1,950 families to fulfil the basic needs and food security, such as essential household items, food, medicine and other personal requirements. Staff trained as Cash experts were deployed to set up the mechanism and assist operations and also conducted distribution of 750 sets of adult relief packs,



In February 2021, SLRCS's Jaffna branch conducted a review meeting with the participation of SLRCS headquarters and IFRC staff to discuss the progress and revision of the operational strategy which resulted in publishing an operations update. (Photo: SLRCS)

750 pairs of sarongs, 350 sets of baby relief packs, 604 sets of kitchen sets, 750 sets of school packs (including books, pens, pencils, erasers, sharpeners, colour pencil box, drawing books, etc.) and 750 units of school bags.

Health: Within the first two weeks of the flood, access roads were blocked due to inundation of the area, the affected communities were cut off from the health institutions, communities had no other way of getting required health services. Health and care interventions focused on providing first aid services including psychosocial first aid, organising six medical camps, clean-up campaigns including houses/public places, dengue awareness and clean-up campaigns and dissemination of COVID-19 awareness messages to the affected communities. Hygiene parcels and emergency medical assistance were also provided.

WASH: WASH interventions were conducted to improve hygiene practices and provide safe drinking water in the inundated areas which comprised of cleaning up contaminated wells with chlorination at the household level, community wells as well as evacuation centres. Hygiene promotion activities and school clean-up campaigns including drainage clearing via cash for work were conducted in the target communities. A total of 600 wells were cleaned in the two districts. A total of seven hygiene awareness sessions were conducted and 300 hygiene kits were distributed.

Protection, Gender and Inclusion: Integration of PGI across all sectors and interventions above. Areas of focus include the prevention of sexual and gender-based violence (SGBV) and child protection. Mainstreaming of gender, diversity and protection issues was also taken place to ensure that accountability lines are in place for SGBV response and prevention. A total of 18,750 people were reached under PGI across all areas of interventions.

Operational Support Services

Human Resources: SLRCS deployed two NDRTs from neighbouring district branches of Mullative and Vauniya who speak Tamil, which is the local language spoken in Jaffna and Kilinochchi districts. The NDRTs were engaged in the initial assessment and planning and implementation of multipurpose cash grants. Furthermore, a district project officer and a community mobiliser were recruited in each implementing district branch to coordinate and manage the operation at district level. In addition, SLRCS headquarters employed a dedicated project manager to oversee, coordinate and manage the operation.

Communications:

The communications team comprised of SLRCS media coordinator, media consultant and the video crew – two cameramen, two assistants and a translator were deployed to capture various events during the operation and produce a video documentary which show the quotes from various stakeholders and beneficiaries.

The video is available at <https://www.facebook.com/srilankaredcross/videos/227329735892514>

A workshop was conducted by the SLRCS communications team for staff and volunteers who are involved in the operation in Jaffna and Kilinochchi districts branches. The objective of the training was to provide knowledge and skills on how to capture operational activities with good photographs and how to improve the quality of photographs and ethics in photography.

The following Facebook posts were published which highlight key activities during the operation:

1. [SLRCS Director General visit to Jaffna and Kilinochchi districts soon after the floods to assess the emergency needs of those affected](#)
2. [In the aftermath of Cyclone Burevi, Jaffna branch continues their disaster response activities](#)
3. [volunteers and staff conducted household assessments](#)
4. [Deployment of trained volunteers to clean wells that have been contaminated. Alongside this, household assessments are also being conducted](#)
5. [Volunteers from the Jaffna branch continue to engage in well-cleaning activities to prevent contamination of household water supplies. Furthermore, awareness activities are also carried out in the district to abate the spread of dengue that is incited by the inclement weather conditions](#)
6. [Kilinochchi branch distributes nonfood relief items to households severely impacted by the disaster in the district](#)
7. [Jaffna branch continues to provide non-food items to those adversely affected by the flood](#)
8. [Handing over of nonfood items to flood affected people in Jaffna district with the participation of SLRCS President](#)
9. [Handing over of nonfood items to flood affected people in Kilinochchi district](#)
10. [Jaffna branch conducted a mobile medical camp for those affected and injured by the flood](#)
11. [Jaffna branch organized a mobile medical camp at the Maruthankerny division and a total of 150 individuals were benefited by the medical assistance lent by this initiative](#)

12. [SLRCS conducted a public cleanup campaign at Thelikarai, Poonagary of the Kilinochchi district. The activity was organized by the Kilinochchi branch and was carried out with the participation of the community and SLRCS volunteers](#)
13. [Jaffna and Kilinochchi branches organized a project review meeting with the participation of IFRC and SLRCS HQ officials](#)
14. [Jaffna branch volunteers engaging in dengue-prevention and well-cleaning activities, while Kilinochchi branch carries out clean-up campaigns alongside affected individuals through a cash-for-work modality respectively](#)
15. [Jaffna branch conducted a mobile medical camp for those affected and injured by the flood](#)
16. [Kilinochchi branch conducted a medical camp for those affected and injured by the disaster](#)
17. [Volunteers from Kilinochchi branch continue well-cleaning activities in order to prevent contamination of water supplies in affected households](#)

Logistics and Supply Chain: Logistics activities aimed to effectively manage the supply chain, including, procurement, customs clearance, fleet, storage and transport to distribution sites in accordance with the operation's requirements and aligned to IFRC's logistics standards, processes and procedures.

SLRCS has a central warehouse in Colombo, which has pre-positioned stocks of relief items, and each branch maintains a small stock sufficient to assist 100 to 200 families. These stocks were used at the initial stages of the response to assist affected people. SLRCS has its own vehicles which are being used for transportation, cater to the increased needs during a disaster, and should the needs escalate, the National Society rents vehicles from a third party. National Societies' logistics, fleet and procurement departments handle the logistics and supply chain operations.

The supply chain strategy for this operation was to first use the pre-positioned stocks of the National Society country-wise to quickly meet the basic needs of the affected population. Sourcing of Household items commenced upon completion of the distribution, to match the actual number of items distributed. In line with the audit guidelines, IFRC conducted the procurement process in close coordination with SLRCS ensuring the efficient and timely delivery of these items. Hence, the new items procured were allocated to replenish the contingency stocks. The following items were procured locally: adult relief pack, sarong, kaftan, sleeping mats, baby packs, schools' packs, school bags, and ropes. Kitchen sets and tarpaulins were procured internationally. Both local and international procurements were completed within three months of the DREF operation start date. The Sampath Bank which is a recognised commercial bank in Sri Lanka has been used as the Financial Service Provider in all operations because SLRCS maintain a banking relationship with this bank. Hence no separate procurement process was followed to select the financial service provider for the cash grants. IFRC country representation office provided logistics technical support to SLRCS to ensure transparency and accountability in the procurement process that aligned with the IFRC procurement procedure. Additional logistics support was made available by the Global humanitarian Service & Supply Chain Management (GHS&SCM-AP) and CCD in Delhi, as per need.

Information Technology: Data collection and Information Management: High-speed Wi-Fi internet connectivity is available in IFRC Sri Lanka office as well as at the national headquarters of SLRCS. Staff members and volunteers in the field operation were supported by 3G modems and internet data packages for their smartphones which enabled them to communicate electronically with the headquarters and to send reports and pictures on time. Open Data Kit (ODK) based assessments were carried out electronically through mobile applications on digital tablets or mobile phones. An orientation session on digital assessments was provided to prepare the volunteers using the tablets or mobile phones for assessments. The data collection was done through the KoBo tool. Field officers were trained on how to collect and store data. It was a very effective data collection, compilation and storage method.

Planning, Monitoring, Evaluation, & Reporting (PMER):

To monitor the progress of the project activities during the first phase of the operation, a first progress meeting was conducted in February 2021 in SLRCS' Jaffna branch. IFRC's surge consultant and SLRCS acting head of disaster management participated in the meeting. To present field level implementations, stakeholders, staff and volunteers involved in the operation presented their updates.

Regular monitoring visits were done by SLRCS national headquarters staff to monitor project activities. In addition, respective branch chairmen, governors and branch executive officers monitored field level activities.

Summary of lessons learnt from the operation

A virtual Lesson Learnt Workshop was held on 28 June 2021, with the participation of 21 staff members from SLRCS national headquarters and branches as well as IFRC, using Zoom technology. The objective of the workshop was to discuss and analyze the overall project successes and shortcomings, and to create a platform for every staff member to develop themselves through constructive criticism. Following major achievements, challenges and recommendations were highlighted by the branches and national headquarters staff and volunteers.

Achievements:

- Even though there were considerable challenges during the operations both SLRCS branches (Killinochchi and Jaffna) were able to distribute tarpaulins to targeted 490 households within the first month of the operation as a result of the volunteers and staff dedication. All volunteers were trained according to the COVID-19 protocols. Both SLRCS branches were able to reach targeted households within the operation timeframe.
- Deployment of NDRT members for multipurpose cash grant assistance for each branch was highlighted as one of the main successes of the project. These NDRT members assisted each branch to reach their targets within the project timeframe. Necessary technical assistance was given to branches for all interventions.
- Support received from headquarters technical officers was highlighted who have previous experience to provide technical support for volunteers and staff to complete well cleaning activities, cleaning of safe shelters within a very short time period.
- As a result of working alongside the district health department, dengue unit and other government agencies, SLRCS was able to successfully complete all health-related activities in the affected areas. Even during this pandemic situation, volunteers were dedicated to completing these activities and that was highly appreciated by government officers as well. As a result, both branches were able to reach people more than originally targeted.
- Volunteer deployment in the COVID-19 context: Existing state of COVID-19 in Sri Lanka changed the way SLRCS responded and reorganized the HR structure in terms of additional trainings to carry out SLRCS flood operations. Necessary trainings, guidance notes and reminders were used throughout the operation in order to minimize the risk of transmission for both volunteers and beneficiaries.
- New technology for data collection: From the first day onwards, branches used the KOBO tool mobile application to feed data gathered from the field. Even in the midst of many technical difficulties, branches were able to use this new mobile application. Trained volunteers gave their fullest support and it expedited the whole operation. A video was produced in order to capture the success stories of the operation. View on Facebook: <https://www.facebook.com/srilankaredcross/videos/227329735892514>

Challenges:

- Gathering people for meetings, medical camps, distributions, dengue clean-up campaigns, etc. was very challenging during the COVID-19 context.
- The main challenges highlighted are related to multipurpose cash assistance programme, which includes issues such as having inactive bank accounts and errors in validation documents. The main reason for this was that, as beneficiaries are from the most vulnerable communities, they have a lack of understanding about formalities to follow and documentation needed. Furthermore, most of them do not have formal bank accounts and that excluded many affected from receiving assistance and fund-deserving vulnerable families. Having a smaller number of commercial banks in affected districts was mentioned as one of the main concerns. According to the branch, some affected people had to travel around 60-65 km to reach a commercial bank.
- The weather condition was one of the main challenges faced by the staff, especially conducting well cleaning activities during the rainy period which was very challenging. Due to unexpected travel restrictions imposed in the affected area, the Jaffna branch had to postpone a few activities several times.
- Another main limitation highlighted by the branches was the lack of ability to retain experienced and trained volunteers to conduct activities at the field level. Therefore, having a proper mechanism to retain skilled volunteers is necessary to conduct a quality programme at the ground level. The limited number of staff members was considered as one of the main hindering factors during an emergency.

Recommendations:

- Changing cash transfer modality or simplifying the existing procedures and if possible change financial service providers to be rural banks rather than big commercial banks who have branches only in big cities and towns.
- Introduce a flexible approach in the procurement process to speed up decision making as it slows down the planning and implementation. Providing more pre-positioned stocks at the branch level where disaster risk is high would be a good solution.
- Having a branch risk management strategy, business continuity plan (especially during situations like the COVID-19 pandemic) and contingency budget to assist people until they receive funds from national headquarters.
- It was proposed to conduct capacity mapping of high disaster risk districts as a preparatory measure prior to the disaster. This will assist SLRCS to pre-plan how to address issues, logistic management and transport arrangement as well.
- Training and familiarizing branch staff on DREF procedures, eligibility criteria, reporting requirements, rules and processes were mentioned as important for the overall project procedures.
- Finally, it was recommended to sufficiently capture gender aspects of the DREF operation.

Summary of findings from Post Disaster Monitoring (PDM):

- This PDM was conducted in order to assess the overall satisfaction of the cash distribution and the Non-Food-Item distribution. Of the PDM sample participants, 53 per cent were female while 47 per cent were male. The distribution of religion shows that a majority of the beneficiaries were Hindus (69 per cent) while there was 27 per cent Roman Catholics, 3 per cent Muslims and 1 per cent Christians. Out of the selected beneficiaries, 29 per cent were elderly and 40 per cent were from women-headed households.
- From the distribution, 25 per cent had family members who were above the age of 60. Also, it was identified that out of selected participants, 94 per cent were Samurdhi¹ beneficiaries (individuals who are living below the poverty line who receive government support). In terms of who made decisions in spending the grant, it was evident that 68 per cent of the sample made decisions for themselves while only 32 per cent made their decisions based on consultation with their spouse.
- Results of PDM shows around 71 per cent of beneficiaries have spent cash grant for essential needs like food and livelihood; 24 per cent of the beneficiaries have mentioned that cash assistance is enough to cover their immediate needs while 71 per cent said it is not enough, while 5 per cent gave no answer.

Summary of the lessons learnt from COVID-19 safe operation:

- Delays in processing multipurpose cash grant assistance due to the COVID-19 pandemic restrictions/full lockdown as local markets and banks were not fully functional.
- It was discussed during reviews and monitoring meetings that the use of alternative modalities such as providing vouchers to the target beneficiaries instead of cash so that they can purchase food and other household items from the designated shops/supermarkets even with COVID-19 lockdown measures. Arrangements could have been made with the local supermarkets to deliver the goods to their doorstep if requested during the lockdown. However, profit margins of the supermarkets could range from 10-20 per cent or more, which could result in purchasing less than what the beneficiaries actually want to meet their needs.
- SLRCS response teams followed IFRC relief guidelines for COVID-19 for the distributions protected with PPEs. Equipped with PPEs, SLRCS response teams can visit door to door to distribute household items wherever the household items are planned for distribution, catering to the needs identified of affected people.
- All SLRCS staff and volunteers were provided with the necessary protective gear such as sanitizers and masks to protect the lives of volunteers at risk. To reduce the risk for community transmission at the field level, volunteers are already trained on how to work according to COVID-19 guidelines to assure the safety of both volunteers and beneficiaries.
- Virtual lessons learnt workshop was conducted with the participation of the Jaffna and Kilinochchi branch staff and volunteers, the two NDRTs who were deployed, SLRCS headquarters and IFRC staff. Zoom technology was used to connect the participants from different locations. Under normal circumstances, residential lessons learnt workshops were conducted in the previous operation. However, this meeting was limited to one full day with some challenges faced in terms of group work, facilitated discussions etc. Training should be provided to SLRCS staff and volunteers on the effective use of technology to conduct workshops and design group work and other facilitated discussions.

Administration and Finance:

Operational expenses such as volunteer per-diem, accommodation, transportation, communication and coordination activities were factored into the budget provisions. Procurement was completed according to SLRCS procedures with IFRC technical support. Finance and administration support to the operating branches was provided continuously by SLRCS national headquarters, with assistance from the finance team of the IFRC country office. However, as few members of the finance team from national headquarters were infected with COVID-19, finalizing of the finance report was delayed unexpectedly.

C. DETAILED OPERATIONAL PLAN



Shelter

People reached: 3,750

Male: 2,750

Female: 3,450

¹ Samurdhi is the government welfare support programme for families who are below poverty line.

Outcome 1: Communities in disaster and crisis affected areas restore and strengthen their safety, well-being and longer-term recovery through shelter and settlement solutions

Indicators:	Target	Actual
# of people targeted/reached with safe and adequate shelter and settlement	6,200	3,750
Output 1.1: Short, medium and long-term shelter and settlement assistance is provided to affected households		
Indicators:	Target	Actual
# of households provided with assistance household items	750	750 (3,750 people)
# of households provided with assistance tarpaulins	490	490 (2,450 people)

Narrative description of achievements

Under safe and adequate shelter and settlement, SLRCS distributed 490 tarpaulins to affected people.

Essential household items: SLRCS reached a total of 750 households which comprised 3,750 people via distribution of household items in Jaffna and Killinochchi districts. All the other items are sources locally.

Table 3: Details of the household items distributed

Items	Initial planned quantity	Actual no. of items distributed
Adult relief packs	750	750
Sarong	750	750
Kaftan	750	750
Sleeping mat	1,500	1,500
Baby relief pack	350	350
Kitchen sets	604	604
School pack	750	750
School bag	750	750
Tarpaulins	490	490



Jaffna branch distribute NFI to most vulnerable people (Photo: SLRCS)

Challenges

- One of the challenges highlighted by SLRCS staff and volunteers were the presence of the COVID-19 restrictions. Imposing travel restrictions, not being able to gather people and lockdown of some areas due to COVID-19 transmission were mentioned.
- Another challenge was conducting the procurement process as a joint procurement between IFRC and SLRCS, which resulted in a time-consuming decision-making process that delayed procurement.

Lesson Learned

- Having a business continuity plan at the branch level, to act efficiently during unexpected situations like COVID-19 lockdown.
- Pre-positioning of adequate relief stocks at the branch level would ensure that beneficiaries are assisted quickly at the initial stages of the operation without waiting for time-consuming procurement processes.



Livelihoods and basic needs

People reached: 1,950 HH (9,775 people)
Male: 4,752
Female: 5,023

Outcome 1: Communities in disaster and crisis affected areas restore and strengthen their safety, well-being and longer-term recovery through basic needs support.

Indicators:	Target	Actual
# of people targeted/reached support on basic needs and livelihoods	9,750	9,775

Output 1.1: Short term basic needs and livelihoods support assistance is provided to affected households

Indicators:	Target	Actual
# households provided with emergency cash grants	1,950	1,950

Narrative description of achievements

Emergency cash grants: An unconditional cash grant of LKR 10,000 (CHF 51) was provided to 1,950 families in Jaffna and Kilinochchi districts for two months period to fulfil the basic needs, such as essential household items, food, medicine and other personal requirements.

This is an effective and flexible way to support people affected by emergencies, maintaining their dignity and choice while fostering local economies. Beneficiaries were selected giving special attention to female/single-headed households, households with differently-abled people and elderly people.



Kilinochchi branch volunteers conduct household assessments to implement cash transfer programme (Photo: SLRCS)

SLRCS has a pool of 25 deployable cash trained staff. Two persons from the pool were deployed for one month, to the two branches to support the setting up the mechanism, simplifying the process, selection of beneficiaries, and implementation of the cash grants programme within the set timeline. Beneficiary data collection was done through the KoBo tool. Field officers were trained on how to collect and store data. It was a very effective data collection, compilation and storage method.

Cash transfer process: The branches compiled beneficiary data collected and prepared a file for each beneficiary with supporting documents and sent the files to SLRCS headquarters for approval. Supporting documents and information required to complete a beneficiary file were as follows:

- Beneficiary assessment form of the selected beneficiary that matches with selection criteria
- A copy of the national identity card of the beneficiary/cash recipient
- A certified copy of bank account details which should include the correct full name as per the national identity card, national ID number, address and bank account number of the beneficiary
- A certificate from the government village administrative officer (Grama Niladhari) stating that the intended beneficiary is eligible to receive cash grants.

Branches then sent these files to headquarters for further checks and approval. Due to limited headquarter staff in the Disaster Management department, it takes considerable time to check all the files. Out of 1,950 beneficiary files, one staff member can check about 50 files per day on average. If errors are found, the staff member should request the branch to send the corrected supporting documents. Once the DM department completes the process, the files are handed over to the finance department for another round of checks. Once the finance department is satisfied with the documents, the funds will be transferred to beneficiary accounts. However, frequent errors are usually found in the supporting documents and correction takes considerable time.

The whole process can take 2-4 months to complete depending on the accuracy of the information provided to the headquarters by the branches. There is a considerable delay, and the process may be improved by introducing digital systems for processing beneficiary files without depending on hard copies. There is also a lack of adequate disaster management staff at the headquarters to ensure the timely processing of these documents. When there are multiple ongoing operations, the process can even take longer.

SLRCS partnered with Sampath Bank as a financial service provider which is a recognised commercial bank in the country with a large branch network mostly in cities and densely populated urban centres. However, the flood-affected vulnerable people come from remote areas where these commercial banks do not exist. People in the flood-affected areas use Samurdhi bank which is a government rural bank network setup as a part of the Samurdhi poverty alleviation social welfare programme. SLRCS does not have Financial Service Provider agreement with the Samurdhi bank which is not connected with other commercial banks through digital systems for their banking activities. SLRCS has made attempts in the past to negotiate with the Samurdhi bank to be a partner as a financial service provider, which was not successful.

Challenges

Key challenge highlighted during reviews and beneficiary consultations was the non-availability of recognized commercial banks in their localities and people should travel far to the town centres for their banking activities. A number of people did not have bank accounts in recognized commercial banks and they were compelled to open new accounts in the Sampath Bank which is the financial service provider that SLRCS uses to transfer cash grants

to beneficiary accounts. Furthermore, beneficiaries have to spend more than a day to travel as well as spend additional money to open new bank accounts.

Although a rural bank network is available in the affected localities which is being used by the government to transfer funds to people under the Samurdhi poverty alleviation programmes, SLRCS does not have a banking relationship with this rural bank network. Samurdhi recipients are usually the poorest members of the community and are the most vulnerable who received assistance from the flood operation. Almost all Samurdhi recipients have bank accounts in the Samurdhi rural bank. However, making electronic transfers to these rural banks are not possible as the digital systems are not well developed compared to recognized commercial banks. Furthermore, SLRCS is of the view that even if a service provider agreement is signed with rural banks, there is no guarantee that cash grants will reach the intended beneficiaries as the bank will first deduct the outstanding debt from the account holders before beneficiaries withdraw their cash grant entitlement.

Results of PDM shows around 71 per cent of beneficiaries have spent cash grants for essential needs like food and livelihood. About 24 per cent of the beneficiaries have mentioned that cash assistance is enough to cover their immediate needs while 71 per cent said it is not enough and 5 per cent gave no answer.

Lesson Learned

- There is a need to further develop the skills of branch staff and volunteers on compiling beneficiary files with accurate information which can avoid delays at headquarters during the approval process.
- Digital methods should be introduced for the whole process from the data collection until headquarter approval including finance department processing and cash transfer.
- Cash envelop or voucher system may be introduced for remote branches where regular banking facilities may not be available.
- Developing partnerships with rural banks should be further explored to be used as a Financial Service Provider.



Health

People reached: 12,127

Male: 6,030

Female: 6,097

Outcome 1: The immediate risks to the health of affected populations are reduced

Indicators:	Target	Actual
# of targeted people reached have their immediate risks to health reduced	7,500	12,127

Output 1.2: Target population is provided with rapid medical management of injuries and diseases

Indicators:	Target	Actual
# of people reached by first aid services	900	570
# of people reached by medical camps	1,800	852
# of people reached by clean-up campaigns including houses/public places	750	2,472
# dengue awareness and clean-up campaigns	7,500	8,233

Narrative description of achievements

First aid (FA) services: At the onset of the disaster, around 40 well-trained FA volunteers were deployed to provide assistance. Psychological first aid including empathetic listening is also a key element of FA. However, due to the COVID-19 situation, people were reluctant to get the services.

Medical camps: SLRCS conducted five medical camps in two districts. In the original EPoA, four medical camps were planned. As there were savings under this budget line, the number was increased to six medical camps as published in the Operations Update. However, due to increased COVID19 transmission in the area, only five were complete. These medical camps mainly focused on post-disaster medical relief (wounds, minor injuries, waterborne diseases, etc.). Due to the roads being inundated, the affected communities were cut off from the health institutions, affected people were facing difficulties to get their medical needs. Therefore, SLRCS provided medical services within the affected areas. Medical teams deployed include Doctors, nurses and volunteers. However, due to rapid

increase in COVID 19 transmission in the area, the branch had to postpone medical camps for few times. Even when they conducted the camps, the participation of community members was lower than expected.

Clean-up campaigns including houses/public places: The aim of conducting clean up campaigns was to assist people to return back to their normal lives from evacuation centres. The branches conducted clean up campaigns in affected schools, considering the importance of cleaning the school premises before school opened to children. A total of 2,472 people were reached through clean-up activities.

Dengue awareness and clean-up campaigns: Epidemiological pattern for the dengue cases and vector borne diseases are to likely increase after floods. Both district branches organised clean-up activities in flood-affected areas after the floodwater receded. Communities in the respective localities were involved and the activities were conducted through community participation. Through these activities, SLRCS was able to reach around 8,233 people. A group consisting of Public Health Inspectors and SLRCS volunteers visited the houses in the community and inspect mosquito breeding places, making people aware of how to destroy mosquito breeding places, etc. The video link provided above shows how this is being done.



Dengue cleanup activities in Kilinochchi district (Photo: SLRCS)

Apart from these activities, SLRCS teams disseminated COVID-19 awareness messages to affected communities. IFRC and SLRCS staff and volunteers in the field were provided with personal protective equipment and community sensitization and awareness in the context of COVID-19 prevention. All activities are conducted under the COVID-19 safe guidelines

Challenges

Some of the community activities were postponed a few times as government-imposed lockdown measures unexpectedly due to COVID-19. Gathering people for community work was very challenging.

Lesson Learned

One of the main lessons learnt was the importance of planning and conducting certain activities simultaneously where possible. This will help staff to complete activities without postponing in case if they face something unexpected like lockdown.



Water, sanitation and hygiene

People reached: 18,750

Male: 8,788

Female: 9,962

Outcome 1: Immediate reduction in risk of waterborne and water related diseases in targeted communities

Indicators:	Target	Actual
# of people reached in targeted communities have reduced their immediate risks of waterborne and water related diseases	7,500	18,750

Output 1.2: Daily access to safe water which meets Sphere and WHO standards in terms of quantity and quality is provided to target population

Indicators:	Target	Actual
# of wells cleaned	600	600

Output 1.4: Hygiene promotion activities which meet Sphere standards in terms of the identification and use of hygiene items provided to target population

Indicators:	Target	Actual
# of school clean-up campaigns in including drainage clearing with cash for work	10 places (7,500)	10 places (6,300)
# of people reached by hygiene promotion activities (10 sessions planned and 7 sessions conducted)	7,500	12,450

Narrative description of achievements

Well cleaning has been one of the key activities, particularly when people were returning back to their homes from evacuation centres or when the water is receded after a flood. Due to the nature of the terrain, a number of drinking wells were contaminated. The wells were cleaned and chlorinated by SLRCS. The Public Health Officer (PHI) of the area was involved in the process as well. A total of 600 wells in 2 districts were cleaned. Oxfam well cleaning guide was used as technical material to help plan the well cleaning activities.



Cleaned and chlorinated - A Kilinochchi branch volunteer labels a cleaned well with a sticker (Photo: SLRCS)

School clean-up campaigns including drainage clearing with cash for work: To assist children to restart school and to ensure a safe school environment, schools were cleaned using cash for work modality.

Hygiene promotion activities: Although the branches planned to conduct ten hygiene promotion sessions, seven hygiene promotion sessions, five in Jaffna district and two in Kilinochchi district were completed due to COVID19 restrictions. Schools, evacuation centres and community gatherings such as clean up work were targeted for these activities. Topics included safe water and food handling, house cleaning and vector control. Two pressure guns were procured to conduct the cleaning activities of the houses, also cleaning packs consisting of surface and floor cleaning liquids, disinfect liquids and utensils required for cleaning were distributed. The activities were carried out by trained volunteers and PHIs. PHIs are appointed by the Ministry of Health to maintain public health standards in villages. SLRCS ensures close coordination with the government / Ministry of Health / PHIs for better coordination and quality of work on the hygiene promotion awareness programme. Trained volunteers, together with PHIs, conducted the sessions, including demonstrations. Topics discussed in these sessions included consumption of clean water and food handling, house cleaning and vector control. Furthermore, SLRCS distributed IEC materials on hygiene promotion during these sessions in both local languages; Sinhalese and Tamil. IEC materials contained details on handwashing, food handling, waste disposal etc.

Table 4: Contents of 300 hygiene kits distributed

Item	Quantity
Dettol Bottle	Medium - 1
Lundry Soap	2
Baby Soap	2
Tooth Brush	2
Toth Paste	Large-1
Surf Excel – Detergent	1 kg

Challenges

Weather was one of the main challenges faced by the staff, especially conducting well cleaning activities during rainy periods was very challenging. Due to unexpected travel restrictions imposed in the affected area, Jaffna branch had to postpone a few activities several times.

Lesson Learned

Due to extreme weather events, the impacts of future flooding could be more frequent and catastrophic. Design and construction of drinking wells in the future should consider these conditions and appropriate protective measures should be introduced to prevent or minimise contamination during flooding. These measures may include:

- Protecting the well head with a concrete platform covering sufficient area around the well
- Raise the well top and protection wall a few feet higher than normal and provide steps to climb to the top of the well to lift the water bucket.
- Introduce an advance insulation system to prevent water from entering the well



Protection, Gender and Inclusion

People reached: 46,852

Outcome 1: Communities identify the needs of the most vulnerable and particularly disadvantaged and marginalised groups, as a result of inequality, discrimination and other non-respect of their human rights and address their distinct needs		
Indicators:	Target	Actual
<i>Does the operation demonstrate evidence of addressing the specific needs to ensure equitable access to disaster response services?</i>	Yes	Yes
Output 1.1: NS programmes improve equitable access to basic services, considering different needs based on gender and other diversity factors.		
Indicators:	Target	Actual
<i>Does the operation demonstrate evidence of NS programmes improve equitable access to basic services, considering different needs based on gender and other diversity factors?</i>	Yes	Yes
Narrative description of achievements		
<p>Gender, diversity and inclusion was mainstreamed in this operation. Among others, this area of focus helped ensure prevention of sexual and gender-based violence (SGBV) and child protection was taken into consideration in programming. Mainstreaming of gender, diversity and protection issues ensured that accountability lines are in place for GBV response and prevention. SLRCS used KoBo tool to capture sex and age disaggregated data for the purpose of understanding the number and specific vulnerability of females to males based on their gender roles and age (i.e. to understand if a higher proportion of women, children or men are made vulnerable).</p> <p>There was regular monitoring during the implementation of activities in all sectors to ensure that quality services were provided to communities addressing the needs of most vulnerable population. It helped the branches to identify issues in the community, to address the needs and mitigate safety risks.</p>		
Challenges		
<p>Planning, implementation and monitoring of PGI activities that are integrated into disaster management, health, WASH, livelihoods and basic needs is a considerable challenge for a National Society that does not have sufficient staff members for its core programmes such as disaster management, National Society development and health. Furthermore, there is no dedicated PGI focal point at the SLRCS headquarters to ensure PGI sensitive programmes and operations across all areas of focus.</p>		
Lesson Learned		
<p>More training, coaching and guidance need to be provided to both headquarter and branch staff with regular monitoring from the PGI focal points at the regional level as there is no dedicated PGI focal point at CCD and country level.</p>		

Strengthen National Society		
Outcome 1.1: National Society capacity building and organizational development objectives are facilitated to ensure that National Societies have the necessary legal, ethical and financial foundations, systems and structures, competences and capacities to plan and perform.		
Indicators:	Target	Actual
<i># of SLRCS branches that are well functioning</i>	2	2
Output 1.1.4: National Societies have effective and motivated volunteers who are protected		
Indicators:	Target	Actual
<i># of volunteers insured</i>	60	60
<i># of volunteers involved in the operation</i>	60	60
Narrative description of achievements		
<p>The operation was implemented in the Jaffna and Killinochchi districts. SLRCS insured 60 volunteers from the two branches. Prior volunteer mobilisation and orientation of the programme was provided to ensure quality of programming. Despite COVID-19 challenges, all volunteers were well motivated and worked tirelessly with dedication and actively engaged in the operation to help the people in need.</p> <p>Branch governing board members in both branches regularly provided leadership and guidance to the staff and volunteers while leadership and senior management of the SLRCS headquarters too visited the affected districts and provided guidance and motivation.</p>		

However, inadequate core programme staff at SLRCS headquarters, particularly in the disaster management and health departments, continue to slow down the planning, implementation, monitoring and reporting of programmes and operations. As described above, there was a considerable delay in the implementation of cash transfer programmes. Financial reporting too was affected as a result of inadequate human resources at headquarters as well as a few of the limited staff being infected by the COVID-19 virus.

Challenges

There was a challenge with skilled staff and volunteers for processing cash transfer request files. Many errors were found in beneficiary cash transfer request files which had to be corrected. This caused delays in the cash transfers to the beneficiaries.

Months long lockdown and detection of COVID19 positive staff within the finance department had a considerable negative impact on the financial reporting. As a result, finalising of the financial report for this operation has been delayed and it will not be able to submit the financial report before the reporting deadline of 30 September 2021.

Lesson Learned

Continuous training, coaching and guidance is required to ensure volunteers are updated with skills and knowledge on cash transfer programming as well as other emergency response tools and planning processes

Current efforts on the digitalisation of SLRCS finance system needs to speed up and the capacity of headquarters and all branches should be enhanced to use the new finance software and systems which will help minimise some of the financial reporting delays experienced in operations.

International Disaster Response

Outcome 2.1: Effective and coordinated international disaster response is ensured

Indicators:	Target	Actual
<i>IFRC support to launch a DREF and emergency appeal to raise financial and human resources</i>	Yes	Yes
<i>Types of coordination tools and mechanisms are in use</i>	NDRT	2 Cash trained NDRTs
<i>Ratio of people reached by the IFRC disaster response operations to the people affected by these emergencies</i>	minimum of 5%	5%

Output 2.1.1: Effective response preparedness and NS surge capacity mechanism is maintained

Indicators:	Target	Actual
<i># of NDRT deployed</i>	2	2 Cash trained

Output 2.1.3: NS compliance with Principles and Rules for Humanitarian Assistance is improved

Indicators:	Target	Actual
<i>% compliance with Principles and Rules for Humanitarian</i>	100%	75%

Output 2.1.6: Coordinating role of the IFRC within the international humanitarian system is enhanced

Indicators:	Target	Actual
<i># of coordination meetings with other stakeholders</i>	10	5

Outcome 2.2: The complementarity and strengths of the Movement are enhanced

Indicators:	Target	Actual
<i>Movement coordination is in place</i>	Yes	Yes

Output 2.2.1: In the context of large-scale emergencies the IFRC, ICRC and NS enhance their operational reach and effectiveness through new means of coordination.

Indicators:	Target	Actual
<i>Involvement in regular coordination meetings</i>	Yes	Yes

Narrative description of achievements

To assist branches, SLRCS mobilized two National Disaster Response Team (NDRT) members to Jaffna and Killinochchi branches. These NDRTs supported the branches in operation management, coordination and provided required technical knowledge. Furthermore, to assist the cash grant programme, three persons from the SLRCS cash pool were deployed to all three branches. One RDRT Logistics (Procurement) surge was also deployed for a period of one month to assist the operation.

Procurement of locally sourced relief items was handled by IFRC Sri Lanka office, with technical support from the RDRT and Global humanitarian Service & Supply Chain Management (GHS&SCM-AP). The procurement process was conducted in line with the IFRC standard procurement procedures.

Locally hired surge operation support consultant provided further technical support to ensure quality programming, including coaching and guidance to the staff.

IFRC and SLRCS attended regular meetings for coordination at the national and local/branch level. Very good coordination has been maintained with the Government of Sri Lanka and all local and community stakeholders.

Challenges

There were limitations for organizing physical coordination meetings due to the COVID-19 pandemic. Therefore, national-level coordination meetings were organized virtually. There are challenges for SLRCS staff to attend the senior level coordination meetings in the absence of heads of disaster management and health departments at SLRCS headquarters.

Lesson Learned

SLRCS core programme structure should be strengthened at least with heads of disaster management and health department positions to ensure regular SLRCS presence at policy and strategy level, networking and participation in the coordination meetings conducted by DMC, UN system- HCT, Health Cluster, RCCE Cluster etc.

Influence others as leading strategic partner

Outcome 3.1: The IFRC secretariat, together with National Societies uses their unique position to influence decisions at local, national and international levels that affect the most vulnerable.

Indicators:	Target	Actual
<i>IFRC and NS are visible, trusted and effective advocates on humanitarian issues</i>	Yes	Yes

Output 3.1.1: IFRC and NS are visible, trusted and effective advocates on humanitarian issues

Indicators:	Target	Actual
<i># of communications materials produced (social media, media articles, interviews, etc.)</i>	7	11

Output 3.1.2: IFRC produces high-quality research and evaluation that informs advocacy, resource mobilization and programming.

Indicators:	Target	Actual
<i># of rapid and detailed assessment teams deployed at branch level</i>	7	12

Narrative description of achievements

The SLRCS communications team made sure that Red Cross response efforts were effectively communicated amongst its key public audiences. The communications team generated high quality photos, video clips and news stories which were used across public and print media, and SLRCS/ IFRC media platforms. (view on Facebook: <https://www.facebook.com/srilankaredcross/videos/227329735892514>)

DMC invited SLRCS to make a presentation on the progress of the flood operation. Information related to the planning and implementation of response activities in the two district branches was shared with DMC and the stakeholders present at the meeting.

To understand the situation and the needs on the ground, BDRT members and volunteers of the affected branches conducted 24-hour and 72-hour needs assessments. Results were shared with HQ regularly and were also used for EPoA preparation.

In addition to frequent visit by SLRCS leadership and senior management to operational branches, SLRCS/IFRC conducted a progress review meeting in February 2021 with the participation of HQ and branches. The progress, achievement and challenges were discussed, and operations strategy was revised to issue an operations update.

Since the onset of the disaster, regular monitoring had been conducted by staff at branches and NHQ. IFRC also paid monitoring visits to ensure the quality of the activities implemented on the ground and to provide adequate technical support.

Challenges

Even with limited staff at headquarter level, SLRCS managed to implement the operation successfully. However, there is a need to strengthen dissemination and marketing of SLRCS activities at strategic level with national level agencies, particularly sharing information with the diplomatic missions, private sector, and UN system.

Lesson Learned

Efforts should be made to disseminate SLRCS work widely at national level which will help attract local funding for future programmes and operations.

Effective, credible and accountable IFRC

Outcome 4.1: The IFRC enhances its effectiveness, credibility and accountability

Indicators:	Target	Actual
<i>IFRC enhances its effectiveness, credibility and ac-countability</i>	Yes	Yes

Output 4.1.3: Financial resources are safeguarded; quality financial and administrative support is provided contributing to efficient operations and ensuring effective use of assets; timely quality financial reporting to stakeholders

Indicators:	Target	Actual
<i>% of financial reporting respecting the IFRC procedures</i>	100%	75%

Narrative description of achievements

IFRC, through the in-country finance manager, provided the necessary operational support for review, validation of budgets, bank transfers and technical assistance to National Societies. However, COVID-19 restrictions, coupled with the limited staff members in the SLRCS finance department being infected with the COVID-19 virus, resulted in delays in the submission of financial reports.

Challenges

As some staff members at the SLRCS headquarters, particularly within the finance department, tested positive with the coronavirus, the headquarter office was unexpectedly closed for one week. Subsequently, the headquarter office started functioning with a limited number of staff on a rotational basis following a bio bubble concept. This resulted in delays in producing necessary financial reports and the 30 September 2021 reporting deadline for this operation could not be met.

Lesson Learned

Business continuity planning should be introduced to SLRCS to help analyze the potential worst-case scenario and identify possible actions.

Digitalization of the finance system should be accelerated so that staff can work from home and access the system remotely to ensure continuity of essential functions such as finance and accounting.

D. Financial Report

Around 96 per cent of the approved budget was spent and balance 4 percent (CHF 10,325) to be refunded to the DREF pot. Apart from exchange fluctuations, savings occurred on activities not performed due to the COVID-19 barriers leading to the CHF 10k balance refund. Variances in budget lines occurred mainly due to differences in budgeting and coding of costs. For example, kitchen sets were originally budgeted under Other supplies but the actual costs were booked correctly under Utensils and tools. Similarly, some administrative costs had been originally budgeted in WASH budget line, but the actual costs were correctly coded under admin budget lines. PGI activities were carried out integrated with the other sectors and so costs were also assumed under other budget lines.

The major donors and partners of the Disaster Relief Emergency Fund (DREF) include the Red Cross Societies and governments of Belgium, Britain, Canada, Denmark, German, Ireland, Italy, Japan, Luxembourg, New Zealand, Norway, Republic of Korea, Spain, Sweden and Switzerland, as well as DG ECHO and Blizzard Entertainment, Mondelez International Foundation, and Fortive Corporation and other corporate and private donors. The IFRC, on behalf of the National Society, would like to extend thanks to all for their generous contributions.

Full financial report is attached at the end of this report.

Reference documents



Click here for:

- [Previous updates](#)
- [Emergency Plan of Action \(EPoA\)](#)

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How we work

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

DREF Operation

Selected Parameters			
Reporting Timeframe	2020/12-2021/9	Operation	MDRLK011
Budget Timeframe	2020/12-2021/6	Budget	APPROVED

FINAL FINANCIAL REPORT

Prepared on 21/Oct/2021

All figures are in Swiss Francs (CHF)

MDRLK011 - Sri Lanka - Floods

Operating Timeframe: 13 Dec 2020 to 30 Jun 2021

I. Summary

Opening Balance	0
Funds & Other Income	250,007
DREF Allocations	250,007
Expenditure	-239,682
Closing Balance	10,325

II. Expenditure by area of focus / strategies for implementation

Description	Budget	Expenditure	Variance
AOF1 - Disaster risk reduction		306	-306
AOF2 - Shelter	3,669		3,669
AOF3 - Livelihoods and basic needs	163,097	164,627	-1,530
AOF4 - Health	7,299	6,386	913
AOF5 - Water, sanitation and hygiene	35,357	26,458	8,899
AOF6 - Protection, Gender & Inclusion			0
AOF7 - Migration			0
Area of focus Total	209,421	197,777	11,644
SFI1 - Strengthen National Societies	27,038	27,138	-100
SFI2 - Effective international disaster management	12,524	14,738	-2,215
SFI3 - Influence others as leading strategic partners			0
SFI4 - Ensure a strong IFRC	1,024	29	995
Strategy for implementation Total	40,586	41,906	-1,320
Grand Total	250,007	239,682	10,324

DREF Operation

Selected Parameters			
Reporting Timeframe	2020/12-2021/9	Operation	MDRLK011
Budget Timeframe	2020/12-2021/6	Budget	APPROVED

FINAL FINANCIAL REPORT

Prepared on 21/Oct/2021

All figures are in Swiss Francs (CHF)

MDRLK011 - Sri Lanka - Floods

Operating Timeframe: 13 Dec 2020 to 30 Jun 2021

III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
Relief items, Construction, Supplies	189,335	184,479	4,856
Shelter - Relief	3,445	3,445	0
Clothing & Textiles	5,446	5,378	68
Water, Sanitation & Hygiene	33,445	23,737	9,707
Medical & First Aid	10,124	9,337	787
Teaching Materials	8,492	8,346	147
Utensils & Tools		13,034	-13,034
Other Supplies & Services	34,605	29,403	5,202
Cash Disbursement	93,779	91,799	1,980
Logistics, Transport & Storage	10,528	8,062	2,466
Distribution & Monitoring	3,531	5,695	-2,164
Transport & Vehicles Costs	6,997	2,368	4,630
Personnel	7,361	6,642	719
National Society Staff	5,696	6,642	-946
Volunteers	1,665		1,665
Consultants & Professional Fees	4,809	5,086	-276
Consultants	4,809	5,086	-276
Workshops & Training	4,440	4,643	-202
Workshops & Training	4,440	4,643	-202
General Expenditure	18,274	16,142	2,132
Travel	4,377	2,999	1,378
Information & Public Relations	5,015	2,477	2,538
Office Costs	981	1,182	-201
Communications	625	622	3
Financial Charges	326	177	149
Shared Office and Services Costs	6,950	8,685	-1,735
Indirect Costs	15,259	14,629	630
Programme & Services Support Recover	15,259	14,629	630
Grand Total	250,007	239,682	10,324