


"The voice of the people is the voice of God"
Vox Populi, Vox Dei (Whig Tract of 1709)

CARITAS SRI LANKA SEDEC

Social and Economic Development Centre

STRATEGIC PLAN 2022 - 2025





CARITAS
SRI LANKA
SEDEC

STRATEGIC PLAN
2022 - 2025

A PRAYER FOR OUR EARTH

All-powerful God, you are present in the whole universe
and in the smallest of your creatures.
You embrace with your tenderness all that exists.
Pour out upon us the power of your love,
that we may protect life and beauty.
Fill us with peace, that we may live
as brothers and sisters, harming no one.
O God of the poor,
help us to rescue the abandoned and forgotten of this earth,
so precious in your eyes.
Bring healing to our lives,
that we may protect the world and not prey on it,
that we may sow beauty, not pollution and destruction.
Touch the hearts
of those who look only for gain
at the expense of the poor and the earth.
Teach us to discover the worth of each thing,
to be filled with awe and contemplation,
to recognize that we are profoundly united
with every creature
as we journey towards your infinite light.
We thank you for being with us each day.
Encourage us, we pray, in our struggle
for justice, love and peace.

From the encyclical "Laudato Si'" of the Holy Father Francis



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MESSAGE FROM THE BISHOP CHAIRMAN

"There is neither Jew nor Greek, there is neither slave nor free, there is neither male nor female; for you are all one in Christ Jesus" (Gal 3:28; cf. Rom 10:12; 1 Cor 12:13, Col 3:11).

The recognition of human dignity can make possible both common and personal growth and to stimulate the growth of this nature social inequalities must be addressed. The current movement of social justice must be grounded in the creation of opportunities to break barriers for social mobility, the creation of social protection floors appropriately designed to the national context, and fairness of the allocation of social resources.

Human beings have the rational capacity, the deliberation of thinking towards a moral end other than as creatures of desire, and the development of a human person needs to be integral encompassing multidimensional elements leading to an authentic existence.

Caritas Sri Lanka as the social arm of the Catholic Church promotes integral human development leading to authentic human existence. The goal and outcomes of the strategic plan reflect church consciousness to social realities and are aligned with the development of social teachings of the Catholic Church.

Caritas Sri Lanka at this strategic cycle prioritizes the global catholic climate movement to address the ecological crisis and its human roots. Pope Francis' encyclical Laudato Si ("Praise be to you") is a call for all the people in the world to take unified actions to address ecological catastrophe.

Strategic areas on sustainable peace and disaster risk reduction have been prioritized with the reflection of contextual realities. The effects of war on the social sphere must be carefully analyzed and appropriate measures need to be designed. The current climate change model suggests increasing of intensity and frequency of disasters thus systematic measures must be taken to identify, assess and reduce the risk of disasters.

Rt. Rev. Dr. Justin Gnanapragasam

Chairman,
Caritas Sri Lanka - SEDEC
Catholic National Commission for Justice, Peace and Human Development
Bishop of Jaffna



MESSAGE FROM THE NATIONAL DIRECTOR

False promises and securities of governance and democracy for an equal society and a shared civilization are manifested in social fragmentation caused by COVID 19, with the destruction of support systems across social classes and fragmented relationships with other nations in crisis management. It is highly an unjust social structure and order that puts tremendous pressure on the marginalized and vulnerable segment and elevates those who share the riches of life. We must wage a war of words aiming at social reforms and regulations that leave no one behind. Caritas Sri Lanka for the strategic cycle for the period of 2022 to 2025 has evaluated social context and development trajectories with a deep concern for the social, political, economic realities, and ecological phenomena. The objectives determined for the strategic cycle are based on our systematic analysis, reflections, and the development of the teachings of the Catholic Church.

Modern economic model with liberal ideologies celebrates individual triumphs and deplores the condition of poor and vulnerable people. Unjust allocation of social and economic resources creates a structure where the lives of the poor are impoverished and are subjected to the hubris of the powerful. Caritas Sri Lanka works on a human-centered development approach, as we believe development should not be separated from human wellbeing. Human wellbeing is a multidimensional phenomenon inclusive of various facets and leading to an authentic existence. The inclusion of marginalized segment of the population in a rightful share of development resources is a strategic concern of Caritas Sri Lanka. Caritas Sri Lanka promotes an effective social, economic and political system through constructive dialogue and advocacy for broader effective social change. The legacies of past human rights violations and the issues of minority ethnic groups are to be addressed in the development of true and sustainable peace in Sri Lanka.

Our strategic concern for Environmental justice is based on the teachings of the encyclical of Pope Francis's *Laudato Si'* - Care for Common home. Development and the protection of the ecological system are both central in the planning and management of growth, thus the human and the plant system is so closely connected where human is dependent on it and has the responsibility of conservation and development of existing resources for the survival of generations to come.

Evaluation of the strategic objectives would aid us in the development of strategies for the next cycle with concrete evidence on progress on the present plan. I would like to stress in conclusion with my note that we must regain, envisage a new road map for integral human development.

Rev. Fr. Mahendra Gunatilleke

National Director,
Caritas Sri Lanka - SEDEC



OVERVIEW OF CARITAS SRI LANKA

The Church consciousness of its social responsibility which is reflected in the Gospel and Catholic Social Teachings (CST), with an effort to promote social welfare in an impaired political and social system with unjust resource allocation, through the promotion of policy dialogue and social welfare, is shaping the development trajectory more inclusive, sustainable, and that advances social justice.

Caritas Sri Lanka – SEDEC is the Social arm of the Catholic Church in Sri Lanka under the leadership of the Catholic Bishops Conference in Sri Lanka (CBCSL), is independent of all political parties and ethnic groups and promotes qualitative changes in the structure of the society through policy promotion and welfare programs supported by donor partnerships and collaboration.

VISION

“Realization of a Just Sri Lankan Society based on the Gospel values of love, forgiveness, peace, unity and equality-lived, promoted and protected irrespective of Caste Creed and Nationality”

MISSION

“Empowering people through animation and being in solidarity with their efforts for Integral Human Development”

OVER-ARCHING GOAL

“Integral Human Development for people most vulnerable, marginalized and extremely poor”

CONCEPT OF DEVELOPMENT

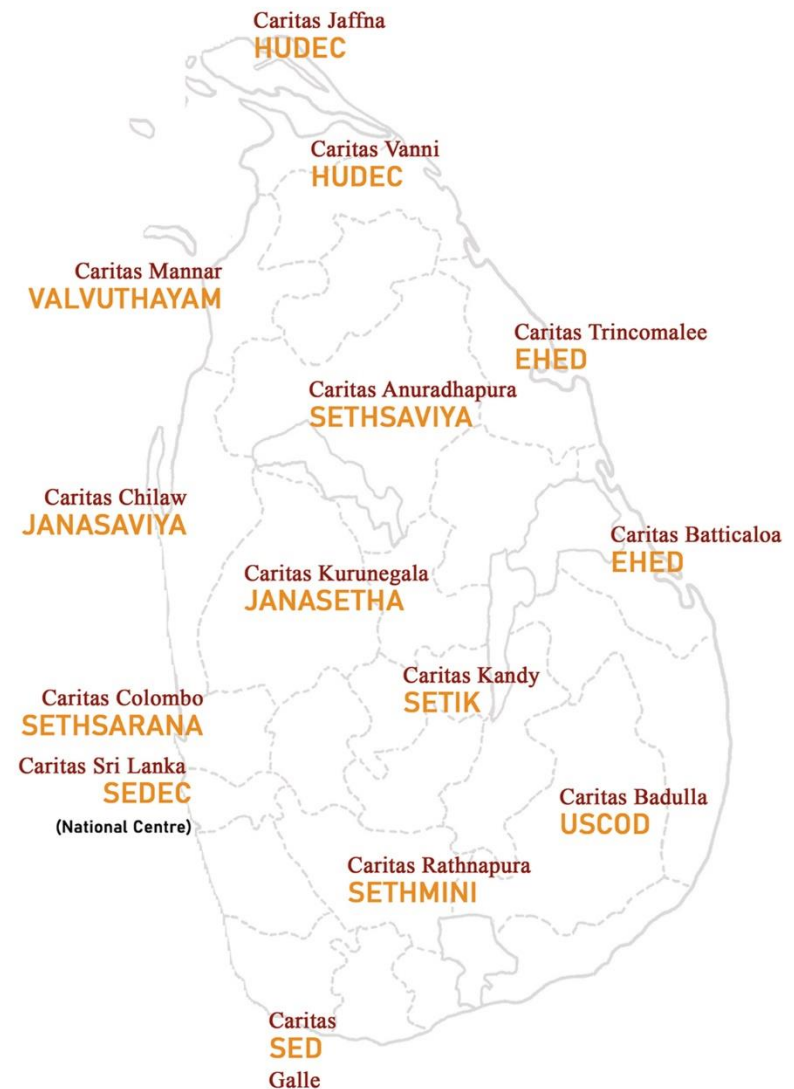
Development is inseparable from human wellbeing and more to be anthropocentric with the policies and frameworks irrespective of being solely growth oriented. The current measurement of progress through GDP solely provides an economic value of progression which is a deflation of the multidimensional character of human wellbeing. Multidimensionality is an all-embracing concept for human development encompassing health, education, social, cultural, political and morality, the every single element for man to survive and thrive. Caritas Sri Lanka promotes integral human development as the development approach, which is a human-centered development perspective that holds that authentic development that makes every person "more human" and seeks to promote the good of the whole person and of every person.

A BRIEF SUMMARY OF CARITAS SRI LANKA

In 1968, Caritas Sri Lanka was a result of self-awareness of social responsibility of the Catholic Church in Sri Lanka after Vatican II reforms with a renewed consciousness of social duty in line with conciliar teachings of the Catholic Church. The aim of social work is the promotion of social justice and equitable legal, social, and economic framework and structure that guarantees the welfare of the poor and marginalized through resource mobilization and a just and equal society through effective implementation of the legal framework. The total development of the human person was the central concept of the 1967 encyclical of Pope Paul IV, *populorum progressio*, and was the development concept of Caritas Sri Lanka particularly the development of those people striving to escape from misery and ignorance, looking for an equitable economic structure sharing the benefits of growth and a more active improvement of human qualities and complete fulfillment of their lives leading to authentic existence. SEDEC in the formative years established 13 diocesan centers for effective implementation of the programs corresponding to the demands of various populations with an uneven resource base.

Socio-economic models introduced by the government after the colonial period had been highly relaying on western development ethos implicitly, undermining local resource base and potentials for development which is the result of being trapped in the national development pursuit. The social and economic frameworks are not effective in the development of a society with shared economic benefits and prosperity. People needed external support for material development, fell into a development trap with longstanding issues, and not being able to escape from vicious cycles of poverty. The socio-economic structure promoted an unequal society by creating a parent model favorable to a segment of the society with an uneven share of resources. The war in Sri Lanka prevailed for 25 years had severe impacts on development and the people in the country, and Tamils in the country continue to demand a restorative justice mechanism to address human rights violations and rebuilding of social and economic structure, even after the end of the conflict more than 10 years ago.

Caritas Sri Lanka has contributed phenomenally to human welfare and the promotion of social justice and peace in Sri Lanka during the last 53 years of service. It has served marginalized Communities (at urban, rural, and tea estate sectors), Community Based Organizations, Disaster Affected & internally displaced Persons, People with Disabilities, other religious and ethnic groups, farmers, fisherfolk, migrant workers, women (including widows and women headed families) youth and children.



SECTORS OF SPECIALIZATION



OUR GUIDING PRINCIPLES

CATHOLIC SOCIAL TEACHING

Catholic Social Teaching (CST) is a catholic doctrine on human dignity, social justice, and role of the state. Its foundation is to have been laid by Pope Leo XIII's 1891 encyclical letter *Rerum Novarum*, which discusses the relationships and mutual duties and rights of capital and labor, with the primary concern to the need of favoring the majority working-class oppressed with unjust arrangements of conditions of labor. It has been driven from the concepts present in the Bible, the writing of the theologians, and a series of Papal encyclicals. In the era of mass politics and industrialization, Catholic social teaching needed to account for what was called "the social question" but which covered the complex conflicts arising with modernization: social dislocation, economic suffering, and political turbulence. It proposed a social scientific approach to human flourishing in an unjust social order. The guiding principles that inspire the work of Caritas Sri Lanka are based on Catholic Social Teaching.

DIGNITY OF THE HUMAN PERSON

We believe in the intrinsic dignity and equality of every human person and the sacredness of human life, from conception to natural death. We categorically reject the exclusion of the poor, disabled, and elderly people, or any other vulnerable members of our human family.

MERCY AND COMPASSION

We are compelled to take action to alleviate misery and pain. Mercy is a Gospel value that is central to the message of Jesus, leading those who work for Caritas to be loving and compassionate.

FORMATION OF THE HEART

We believe that "those who work for the Church's charitable organizations must be distinguished by the fact that they dedicate themselves to others with heartfelt concern, enabling them to experience the richness of their humanity. Consequently, in addition to their necessary professional training, these charity workers need a 'formation of the heart' "

EQUAL OPPORTUNITIES AND RESPONSIBILITIES

We are committed to promoting equal rights and responsibilities for men and women.

PREFERENTIAL OPTION FOR THE POOR

We combat dehumanizing poverty that deprives people of their dignity and promote the rights of poor and vulnerable people. We Caritas accompany them in building a better world for all.

UNIVERSAL DESTINATION OF GOODS OF THE EARTH

We work to transform economic, social, political, and cultural structures that are opposed to a just society. We work to change this world into one where all can share in the gifts of creation and enjoy basic rights.

SOLIDARITY

We are committed to solidarity among all peoples, seeing the world through the eyes of the poor, and recognizing the interdependence of the human family. We will always strive to work for the common good.

SUBSIDIARITY & COOPERATION

We seek to work together across the confederation when a united approach can increase effectiveness and advance our common vision. We recognize the local autonomy of each organization.

STEWARDSHIP

We believe the earth and its resources are entrusted to all human kind. As true stewards of creation, Caritas members seek to act and inspire others to act in an environmentally sustainable way, so that nature will be preserved for future generations.



¹ Behr, Thomas. "The 19th Century Historical and Intellectual Context of Catholic Social Teaching" in *The Development of Catholic Social Teaching: A Volume of Scholarly Essays*. G. Bradley, E. Brugger (eds.). (Cambridge: Cambridge University Press, 2019)



OUR DEVELOPMENT PROGRAMS ARE INSPIRED BY TEACHINGS OF THE CATHOLIC CHURCH

The total development of the human person was the central concept of the 1967 encyclical of Pope Paul IV, *populorum progression*, and was the development concept of Caritas Sri Lanka particularly the development of those people striving to escape from misery and ignorance, looking for an equitable economic structure sharing the benefits of growth and a more active improvement of human qualities and complete fulfillment of their lives leading to authentic existence.

Our strategic concern for Environmental justice is based on the teachings of the encyclical of Pope Francis *Laudato Si'* - Care for Common home. Development and the protection of the ecological system are both central in the planning and management of growth, thus the human and the plant system is so closely connected where human is dependent on it and has the responsibility of conservation and development of the system. Caritas Sri Lanka's focuses on Environmental justice and climate change and the promotion of sustainable agriculture are aimed at community level changes with sustainable practices and towards the promotion of policy discourse for effective systems and policy underpinnings.

PRESENT CONTEXT IN SRI LANKA

The World economy is experiencing a post-recession recovery, growth is set to be faster than any of the previous recoveries from a worldwide recession since the end of the World War according to the World Bank, and the projection is with a rebound in major economies of the USA and China which would contribute to one-quarter of global growth in 2021. However, the growth may remain uneven to developing and lower economies. Despite the recovery, global output will be about 2% below pre-Covid19 pandemic projections by the end of this year and per capita income losses will not be unwound by 2022 for about two-thirds of emerging markets and developing economies.

Sri Lanka's economy contracted by 3.6 percent in 2020, alongside the global recession, and subdued local economic activities with containment measures and mobility restrictions, and is now as per the estimates published by the Department of Census and Statistics (DCS), recovering strongly than expected, recording a real growth of 4.3 percent, during the first quarter of 2021. High fiscal deficit and excessive domestic liquidity intensify the debt burden, while fiscal space and capacity are being limited for the performance in tourism and other sectors with subdued economic activities. S&P Global Ratings downgraded Sri Lanka's long-term sovereign credit ratings to CCC+/C from B-/B, saying the country's fiscal position is expected to deteriorate over the next few years due to a lack of favorable economic and fiscal conditions. Inflation, which remained moderate during early 2021, accelerated somewhat in recent months due to high food inflation and some acceleration in non-food inflation. Inflation is projected to hover around the upper bound of the desired 4-6 percent target range in the near term. Fiscal and monetary stimulus measures and vaccination rates are the two factors that could drive the local economy as per economists, while transitory pressure becomes more transparent and persistent for years ahead. With the monetary policy measures, market deposits, and lending rates have been declined to historic low levels, thus an increased credit expansion would support productive and needy sectors of the economy.

The upward adjustments in market interest rates and the expected liquidity deficit in the domestic money market help economy absorb the large amount of currency held by the public observed since the onset of the pandemic in early 2020. Economic recovery depends on appropriate measures and resumption of economic activities, monitoring domestic and global macroeconomic developments while subduing inflation growth and pressure.

Contraction in the service, manufacturing and private sector caused structural unemployment causing an increase in unemployment by 1.8 percent (150,209 jobs), and employment conditions for informal workers have deteriorated with containment measures imposed by the government, and reduced economic activities in general. Job losses are observed other than the higher-income category, within the lower and middle-income distribution levels. With jobs lost and earnings reduced, poverty increased significantly in 2020. Over 500,000 people are expected to have fallen into poverty as a result of the crisis, which led to an increase in the \$3.20 poverty rate from 9.2 percent in 2019 to 11.7 percent in 2020.

Inequality in Sri Lanka would aggravate given economic disruption, pre-pandemic levels data suggests more than 50% of total household income is shared by 20% richest, while the share has been 05% to poorest 20%. This would dispose the poorest to a wide range of health and social problems including poor educational attainment, lower social mobility, and increased levels of violence and mental illness. Distance education in Sri Lanka has caused a significant divide in educational attainment and outputs and according to the Institute of Policy Studies Sri Lanka, less than 50% of students were reached online on average; further, it ranged from a low of 8% in the smallest schools – which are typically the least privileged – to 59% in the largest. Social protection programs in Sri Lanka had minimal contribution in reducing poverty even at the pre Covid19 pandemic levels, and criticisms were heavily on the coverage of the poorest segment in the programs. The crisis requires policymakers to comprehend the economic and social impact on an unequal level across social classes, and define strategies that favor sufferers with a focus to situational poverty.

²THE WORLD BANK, (JUNE 8, 2021), Global recovery strong but uneven as Many developing countries struggle with the pandemic's lasting effects

³Central bank of Sri Lanka, (06 August, 2021) Monetary Policy Review: No. 06 – August 2021 The Central Bank of Sri Lanka tightens its Monetary Policy Stance,

⁴Jerome Ignacio (11 Dec 2000), S&P downgrades Sri Lanka over deteriorating fiscal position,

<https://www.spglobal.com/marketintelligence/en/news-insights/latest-news-headlines/s-p-downgrades-sri-lanka-over-deteriorating-fiscal-position-61701747>

⁵The WORLD BANK, (2021), Economic and poverty impact of COVID 19,

<https://thedocs.worldbank.org/en/doc/15b8de0edd4f39cc7a82b7aff8430576-0310062021/original/SriLanka-DevUpd-Apr9.pdf>

PERCEIVED VULNERABILITY IN SRI LANKA

Sri Lanka's poverty levels have seen a significant reduction. The poverty headcount ratio was at 4.1% in 2016, compared to 15.2% in 2006/7 (Department of Census and Statistics). Despite the decline in income poverty, Sri Lanka's Gini-coefficient of household income was 0.45 in 2016 which shows that inequality is still a concern. More than half the total household income of the country is enjoyed by the richest 20% in Sri Lanka while the bottom decile (poorest 20%) gets only 5%, with the share of household income being just 1.6% for the poorest 10%. The poverty headcount index in the estate sector is generally higher than those of urban and rural sectors. At the province level, the lowest poverty headcount index is 1.7 percent which represents 101,342 poor people in the Western province and the highest is 7.7 percent which represents 83,834 poor people in Northern Province. Meanwhile, at the district level, the lowest poverty headcount index was reported in Colombo while the highest was reported from Killinochchi district.

The economic growth and modernization are skewed in favour of the megalopolis core area in the Western Province of Sri Lanka due to numerous historical and geographical factors. The Western Province of Sri Lanka had been working as the main industrial hub of the country since independence in 1948, and it had been formed – the smallest province of Sri Lanka is Western and represents 5.7% of total land area and 39.1% of GDP.

A large proportion of poor children are dropping out of school after 14 years, and the percentage of poor children (15–16 years) not attending school has declined only by 4.2, between the two survey periods. Among poor children aged between 17–18 years, this figure has remained almost unchanged at nearly 65%. The corresponding percentages for non-poor children are much lower.

The aspect of vulnerability in Informal employment – Accounts for 70 percent of the total workforce in Sri Lanka, and is not included under retirement benefits (Employees Provident Fund and Employment Trust Fund, and pensions), medical and maternity benefits.

The public health system is on par with international and regional standards, the failure to increase investment is threatening that performance. One resulting issue that is of concern is the role of out-of-pocket expenditures on healthcare that has a substantial negative impact on the welfare of poorer households – an equity and also poverty issue. (ILO, 2016).

Lack of unemployment insurance (UI) system to address unemployment risks, and subsequent fallout to economic and social issues, (the unemployment rate for the first quarter of 2020 is 5.7 percent. The number of unemployed persons is estimated as of the first quarter 2020 is 483,172. Unemployment rate between the age group of 15–24 and 25–29 are respectively 36.3 and 18.9).

According to Census and statistics department 2016, 25.8 % of households are headed by women (one in every four), Social assistance programs for FHH is not holistic and sustainable and the majority of women-headed households in North and East are not covered under the scheme as they are being categorized as war widows, a nationally accepted definition is a necessity.

Lack of comprehensive and sustainable programs for Child nutrition with lower income categories, According to the recent Demographic and Health Survey (DHS) 2016, more than 20% of children and nearly 15.7% of babies born were underweight; whereas respective figures were around 21% and 16.6% in 2006 (Department of Census and Statistics, 2007, 2016) (IPS, 2020).

Access to territory education: The gross enrollment rate of tertiary education is 18.9% in Sri Lanka, which is considerably lower than that of upper-middle-income countries (average of 50.7%) and is even lower than the lower-middle-income average (23.5%). Only 18.7% of qualified candidates who attained minimum requirements at the general certificate of education at advanced level are admitted to higher education (ADB, 2018).

Samurdhi programme – the benefits of the Samurdhi programme are considered small when compared with the actual transfer needed to move households out of poverty. From 2004 to 2018 in the lapse of 14 years, there was a decrease in the number of families receiving the grants from 1,864,058 to 1,384,021, which represents a drop of 25.8% of coverage. (MPRA, 2020).

Gaps in the coverage of existing schemes in terms of the range of contingencies set out in ILO Convention 102 on Social Security, and the number of persons effectively protected. Many contingencies are covered on a universal basis (health care) or covered under one scheme or another (old age, disability, survivorship). Some contingencies are only partially covered (disability, maternity, workmen's compensation) and others not at all (unemployment). (National Human resources and employment policy, 2021).

The COVID-19 pandemic has brought up new vulnerable groups leading to an increase in poverty through subdued economic activity and a decline in labor market outcomes. Job losses are highly concentrated in the lower-middle-income categories. The Impact of COVID 19, on vulnerable groups including emerging groups or the segments, needs to be analyzed to effectively structure the social protection schemes with evolved context.

REGIONAL ISSUES AND TRENDS IDENTIFIED BY CARITAS DIOCESAN CENTRES

Regional issues and trends which are identified and documented by 13 Caritas diocesan centres in Sri Lanka covering all 09 provinces are varied across regions with geographical and socio-economic realities, and have been presented through the figures below.

NORTHERN AND EASTERN PROVINCES

WHAT ARE THE CONCERNS THAT NEED TO BE PRIORITIZED	WHAT ARE THE WAYS IN WHICH (CSL +PARTNERS) CAN RESPOND TO ADDRESS THESE ISSUES
Identify the regional development priorities and the government plan of action	Identify the development activities to be included
How Caritas unfolds the political issues in the provinces	Understanding political space, support affected families and promote advocacy
How to understand needs of local communities? And partners want to about CSL common interventions	Collaborate with private entities and build the future local communities (education and vocational trainings)
Transitional justice framework and its progress towards national reconciliation with international intervention	Focus on community transformation and justice and peace
Need of teaching mechanism for children in the rural areas	Opportunities for vocational trainings, types of vocational trainings, certification, and introducing repay system
Identify the immediate needs of the local communities to transform their future	Livelihood, food production, protect and regenerate the environment, high level of advocacy at international level, focus small scale producers, transformation of relationship among multi ethnic groups, VKC formation

PLANTATION COMMUNITY (SOUTHERN, CENTRAL, SABARAGAMUWA)

WHAT ARE THE CONCERNS THAT NEED TO BE PRIORITIZED	WHAT ARE THE WAYS IN WHICH (CSL +PARTNERS) CAN RESPOND TO ADDRESS THESE ISSUES
Lack of support from the politicians to community needs	Moving towards a right based approach and empowering the communities to voice out for their rights
Issue of the daily wage of plantation workers	Empower the communities to move towards local government authorities
Crisis situation due lack of staff at the estates and improper management of resources - youth movement for cities for jobs, Increase drug abuse, welfare of youth and women	Developing model for empowerment of the estate communities
Lack of interest youth to pursue higher education (due to poverty level youth are looking for better employment opportunities)	Build a good rapport with the plantation management
Children are not given education to follow education in their mother tongue, child labor and abuse	Church should take actions to raise the concerns of the communities especially of legal documents and residential addresses
No proper access to water and sanitation and no permanent residential addresses	
Lack of facilities for online education and educational infrastructure	

WESTERN, SOUTHERN AND UVA PROVINCES

WHAT ARE THE CONCERNS THAT NEED TO BE PRIORITIZED	WHAT ARE THE WAYS IN WHICH (CSL +PARTNERS) CAN RESPOND TO ADDRESS THESE ISSUES
Education and Community development needs	Scientifically measuring and monitoring of what we do - a model for impact measurement
Stronger in advocacy	Good practices of other countries - In terms of developing a capable and inclusive model
Human resource development	Micro thinking from partner perspective
Independent - The level of dependency	Focus on improving capacities locally
Agriculture - Use of organic fertilizer	Exchange programs
Opportunities in the rural sector and possibilities for dignified life	
Food sovereignty - agriculture that does not harm the environment	
South - south sharing	

STRATEGIC FRAMEWORK FOR THE PERIOD 2022 TO 2025

GOAL
INTEGRAL HUMAN DEVELOPMENT FOR PEOPLE MOST VULNERABLE, MARGINALIZED AND EXTREMELY POOR



OUTCOME 1 LIFE WITH DIGNITY AND RESPECT	OUTCOME 2 REDUCE RISK, SAVE LIVES, REBUILD COMMUNITIES	OUTCOME 3 TOLERANT, JUST, PEACEFUL AND LASTING RELATIONSHIPS	OUTCOME 4 IMPROVED QUALITY OF LIFE AND SUSTAINABLE HABITATS
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HUMANITARIAN AND DEVELOPMENT PROGRAM PRIORITIES				
1 Promote sustained integral human development through empowerment process	2 Building capacity for disaster preparedness, risk reduction, mitigation and response	3 Foster sustained dialogue for sustained peace	4 Promote sustainable agriculture, ecological justice and influence climate change adaptation	5 Institutional development and capacity strengthening
IHD PROGRAMS THAT ADDRESS SOCIAL, ECONOMIC, POLITICAL, CULTURAL, PERSONAL, ECOLOGICAL AND SPIRITUAL WELLBEING OF THE MOST VULNERABLE PEOPLE				

CATHOLIC SOCIAL TEACHING

Dignity of the human person The common good Solidarity Subsidiary and participation
Economic justice Stewardship of creation Promotion of peace Preferred option for the poor

STRATEGIC FRAMEWORK FOR THE PERIOD 2022 TO 2025

WAYS OF WORKING

Animation, facilitation, capacity strengthening and accompaniment

People-centered, CBO-driven, grassroots level participatory approaches

Direct implementation

Coalition-based advocacy, lobbying and influence

Volunteer mobilization

Enabling partnerships

ENABLERS FOR TRANSFORMATION

INTERNATIONAL LEVEL

Regional and international cooperation with the Caritas international and national Caritas partners'

Sub-regional cooperation with national Caritas organizations

Partnerships with international Catholic donor agencies

LOCAL/ COMMUNITY LEVEL

Functioning local governance (local government structures)

Strong community CBOs and participation

Technical and resource capacity of the local communities

Non-discriminatory cultural and religious practices

Active participation of the people most vulnerable, poor and marginalized

Peaceful co-existence among different religious group

NATIONAL LEVEL

Strong partnership among Caritas national, diocesan centers, Catholic commissions and parishes

Institutional and technical capacity of the Caritas national center and diocesan centers

Competent, motivated and appropriately compensated staff of national and diocesan centers

Cooperation of partnership with development partners, donors and diplomatic missions

Like-minded partners for working with vulnerable, the poor and the marginalized

Functioning national government agencies and services

People friendly national policy framework

Enabling political and administrative environment for social service organizations to operate

STRATEGIC PRIORITIES

LIFE WITH DIGNITY AND RESPECT

1

Promotion of human dignity is a central concern in the work of Caritas Sri Lanka, dignity is the right of a person to be valued and respected for their own sake, and to be treated ethically. Our development approach is for the promotion of total development of the human person that makes every person “more human” and seeks to promote the good of the whole person and every person. In the 1967 encyclical *Populorum Progressio*, Pope Paul VI introduced the concept of integral development: Development cannot be limited to mere economic growth. In order to be authentic, it must be complete: integral, that is, it has to promote the good of every man and of the whole man. It is the growth in the wholeness of a human person, encompassing multi-dimensional growth concerns of health, economy, social, cultural, political, and spiritual spheres. Caritas Sri Lanka leads the marginalized population led to pauperization with an uneven economic structure, towards a rightful share of development resources and to a dignified life, through constructive advocacy and lobbying, and welfare programs designed with needs appraisal of the communities.

RESULT ASSESSMENT

An effective integral human development program will contribute to the achievement of ‘life with dignity and respect’ of the most vulnerable through:

- Active participation and inclusion in economic, social and political spheres of life;
- Increased ability to access basic needs and services;
- Building self-confidence and ability to transform their own lives for the better;
- Ability to withstand exploitation and marginalization.

INDICATORS

1. Increase % of individuals who report greater participation and inclusion in economic, social and political spheres of life
2. Increase % of families with access to quality basic needs and services (education; health; water & sanitation; shelter; public services)
3. Increase % of individuals and families who report self-confidence and ability to change their own lives for the better
4. Decrease % of incidences and individuals subject to exploitation and marginalization

Evidence through human impact stories and examples positively contributing towards ‘life with dignity and respect’.

REDUCE RISK, SAVE LIVES AND REBUILD COMMUNITIES

2

Caritas Sri Lanka takes a proactive approach to disaster management, through risk and socio-economic vulnerability assessment with the trends in weather patterns, natural disaster seasons & cycles and develop interventions for increasing community capacity to cope up with the imminent disasters and establish structures, processes, and mechanisms at the community level in disaster risk reduction, mitigation and response for developing resilience of the communities.

RESULT ASSESSMENT

Promotion of effective policies for better structure, and process for disaster risk reduction in Sri Lanka.

INDICATORS

1. Reduction of risk to lives, properties and livelihoods
 2. Increased community level coping up capacity for disaster risk reduction
 3. Improved coordination and collaboration between international and national actors for disaster risk and reduction and management
- Evidence through human impact stories and examples positively contributing towards sustained economic growth and wellbeing’.*

1

SYSTEM & STRUCTURES

Basic needs and services
 Livelihood support system
 Community Based development
 Partnerships and Collaboration

OUTCOMES

Improved Access to community welfare and support, partnerships and collaboration for the support of vulnerable people, community structure for community level for rightful share of resources and privileges.

2

SYSTEM & STRUCTURES

Effective Emergency service system
 Community Based Disaster Management System
 Disaster preparedness structures
 Resilient and Sustainable recovery
 Partnerships and Collaboration

OUTCOMES

Strengthened abilities of people, communities and Civil Society, businessmen and authorities to respond and recover from disasters.

CROSS CUTTING THEMES

Inclusion – Integral Human Development – Gender Programming – Civil Rights – Climate Resilient Planning – Emergency Relief

APPROACHES

Animation
 Facilitation
 Capacity Strengthening
 Accompaniment

APPROACHES

People Centred
 CBO Driven
 Grass root level participatory approaches

TOLERANT, JUST, PEACEFUL AND LASTING RELATIONSHIPS

3

Inclusion of marginalized segment of population in rightful share of development resources is a strategic concern of Caritas Sri Lanka. In a divided society, with the legacies of past human rights violations and a discontented segment of population on the grounds of racial inequality, Caritas Sri Lanka works towards reconciliation and communal harmony irrespective of racial or any other forms of differences among the population with a focus to restore justice and peace in the country, through constructive dialogue and advocacy for broader effective social and political framework for absorbing change.

RESULT ASSESSMENT

An effective integral human development program will contribute to the achievement of 'tolerant, just, peaceful and lasting relationships' through:

- Increased understanding, awareness and respect for ethno-religious and cultural diversity;
- Enhanced understanding and respect for the rights of the people;
- Decrease in ethnic and religious based intolerance, hatred, violence among diverse communities;
- Decrease in violence within families and against women and children;
- Collective action, participation and engagement in addressing issues of power, conflict and equality.

INDICATORS

1. Increased % of people who feel that their rights are respected
2. Increased % of people who are aware of their rights and responsibilities
3. Increase % of people who feel protected, safe within their families and communities
4. Decrease in the number of incidences of violence and intolerance among diverse groups of people and communities
5. Decrease in the number of incidences of domestic violence against women and children
6. Increased % of people actively participating and engaged in collective initiatives for the common good of all

Evidence through human impact stories and examples positively contributing towards 'tolerant, just, peaceful and lasting relationships'.

IMPROVED QUALITY OF LIFE AND SUSTAINABLE HABITATS

4

Development and the protection of ecological system are both central in the planning and management of growth, thus human and the plant system is so closely connected where human is dependent on it and has the responsibility of conservation, and development of the system. Caritas Sri Lanka's focuses on Environmental justice and climate change and the promotion of sustainable agriculture is aimed at community level changes with sustainable practices and towards promotion of policy discourse for effective systems and policy underpinnings.

RESULT ASSESSMENT

An effective integral human development program will contribute to the achievement of 'improved quality of life and sustainable habitats' of the most vulnerable through:

- Greater awareness and understanding of harmful effects on the environment caused by human activities;
- Meaningful and progressive adaptation of sustainable practices in agriculture, solid waste management, green technology;
- Influencing attitudes and behavior, policies and decisions that result in positive changes to the human habitats, environment and ecology.

INDICATORS

1. Increased % of farmers engaged and positively impacted due to organic farming practices
2. Decrease in the number of individuals infected by communicable diseases
3. Decrease in the number of individuals affected by chronic kidney disease
4. Increase % of people who report a change in a critical aspect of their lives due to attitude change towards caring for the environment
5. The number of best practices adapted by people that report positive impact in improvement in quality of life

Evidence through human impact stories and examples positively contributing towards 'improved quality of life and sustainable habitats'.

3

SYSTEM & STRUCTURES

National Peace Forums
 Provisional And DC level Forums
 Inter religious forums
 Partnerships and Collaboration

OUTCOMES

Developed relationships between ethnicities, reduction in communal conflicts, and protection of the rights of the minorities.

4

SYSTEM & STRUCTURES

National level Committee on climate change and environment protection
 Community Based Preparedness and planning
 Partnerships and Collaboration

OUTCOMES

Adaptation of sustainable environment practices, attitudinal change about environment, reduction in communicable diseases.

CROSS CUTTING THEMES

Inclusion – Integral Human Development – Gender Programming – Civil Rights – Climate Resilient Planning – Emergency Relief

APPROACHES

Coalition Based Advocacy and Lobbying

APPROACHES

Partnerships and Collaboration

PRIORITY SECTORS



THEORY OF CHANGE

Theory of Change is a methodology for planning, management, and evaluation of a planned intervention for social change through deliberated work designed in particular by the evaluation of social necessities, often used by government and philanthropic and not -for profit sectors. Through a process of decomposition, the objectives are mapped backwards and the preconditions are established towards the realization of the outcomes determined by the intervention. Theory of Change explains the process of change by outlining causal linkages in an initiative, i.e., its shorter-term, intermediate, and longer-term outcomes, and the identified changes are mapped – as the "outcomes pathway" – showing each outcome in logical relationship to all the others, as well as chronological flow. The links between outcomes are explained by "rationales" or statements of why one outcome is thought to be a prerequisite for another.

Model application – A long-term goal which realistically constructed is identified in sequence with long-term, middle, and short-term outcomes, and the achievements are mapped and evaluated across the paths for the achievement of the goal statement. The outcomes of the pathways are measured through established indicators of progress, which is a source of measurement of concrete results that can be attributed to a program intervention.

The theory of change guides the organizational learning process by carefully evaluating assumptions that have contributed to developing results in a program intervention on this basis of evidence generated through the program. Practitioners have developed logic models and logical frameworks as strategies and tools to plan and evaluate social change programs. While these models are well articulated the goals and resources of an initiative or organization, they give less focus to the complex social, economic, political, and institutional processes that underlie social and societal change. Thus, while logic models and log frames have developed an Implementation Theory behind their work, they can lack an underlying Theory of Change.

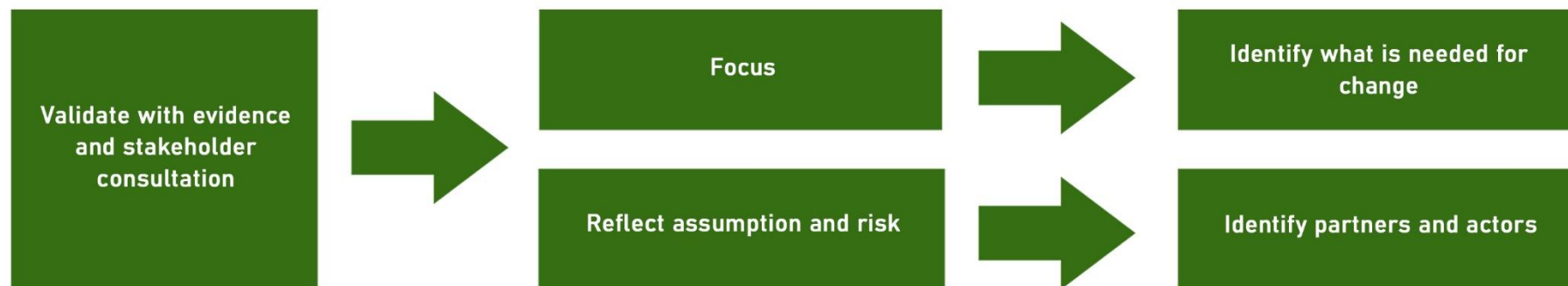


Figure : UNDAF companion guidance : Theory of Change

CSL has followed IHD framework of Caritas Australia and CORDAID theory of change model for the planning and evaluation of strategic plan of CSL 2022 to 2025

⁶H. Clark & D. Taplin (2012). Theory of Change Basics: A Primer on Theory of Change(PDF). New York: Actknowledge.

⁷S. Funnell & P. Rogers (2011). Purposeful Program Theory: Effective Use of Theories of Change and Logic Models. San Francisco, CA: Jossey Bass.

OPERATIONAL MODEL, PLAN FOR PROGRAMME SUPPORT, MARKETING AND FUNDING

CARITAS SRI LANKA OPERATIONAL PLAN 2022 - 2025

Operation plan will consist of operational priorities that are defined by each strategic priority identified for the strategic cycle, programs and policies for institutional strengthening, operational models, organizational structure, and staff deployment and monitoring and reporting mechanism.

GOAL AND EXPECTED OUTCOME

CSL goal for the next three years will be 'Integral Human Development for people most vulnerable, marginalized and extremely poor'. This will be reached through the following expected outcomes which are derived from the Strategic priorities.

- LIFE WITH DIGNITY AND RESPECT
- SUSTAINED ECONOMIC GROWTH AND WELLBEING
- TOLERANT, JUST, PEACEFUL AND LASTING RELATIONSHIPS
- ECOLOGICAL JUSTICE AND CLIMATE CHANGE ADAPTATION

STRATEGIC PRIORITIES AND CSL INTERVENTIONS THROUGH PROGRAMMES AND PROJECTS

Each CSL strategic priority will be addressed through implementing programme and projects that are formulated and implemented by CSL and its diocesan network. Programmes will be designed in line with the Caritas Vision, Mission, and strategic priorities identified for the strategic cycle.

<u>Strategic Priority</u>	<u>CSL Interventions</u>
Promote sustainable Integral Human Development through empowerment process	<ul style="list-style-type: none"> • Community Empowerment • Income Generation • Anti-Human Trafficking • Safe Labour Migration • Skill Development and Vocational Training • Small and Medium Enterprise Development • Education • Advocacy towards social inclusion

<u>Strategic Priority</u>	<u>CSL Interventions</u>
Reduce risk, Save lives, Rebuild communities	<ul style="list-style-type: none"> • Disaster Risk Reduction Measures • Community-Based Disaster Preparedness • Community Resilience • Health, Water, and Sanitation • Relief & Rehabilitation • Humanitarian Response • Income Generation Measures for IDPs • Health Promotion (Thalassemia, Disability) • Safeguarding measures

<u>Strategic Priority</u>	<u>CSL Interventions</u>
Foster sustained dialogue for justice & peace	<ul style="list-style-type: none"> • Mitigating ethno-religious intolerance & tensions • Promotion of community co-existence • Leadership development and knowledge-based communities • Issue-based community advocacy to ensure justice • Strengthening local governance and access to efficient and inclusive public services • Strong, sustained dialogue and networking for Justice and Peace • Youth Engagement

<u>Strategic Priority</u>	<u>CSL Interventions</u>
Ecological Justice and Climate Change Adaptation	<ul style="list-style-type: none"> • Sustainable Agriculture • Ecological Conversion • Advocacy towards ecological justice • Social and Environmental Resilience • Care for the Creation • Climate change Adaptation

INSTITUTIONAL STRENGTHENING

Apart from the above four Strategic Priorities, there will be a fifth strategic Priority for strengthening capacity of CSL. Caritas has been well recognized by the non-Caritas global partners such as United Nations US aid etc due to the yeomen humanitarian task that was carried out from the inception of this organization. Caritas Sri Lanka felt the need to strictly following the Management Standards of Caritas Internationalis (CIMS) and 17 following policies to ensure its effective and efficient service to the people.

1. Advocacy Policy
2. Anti – Corruption Policy
3. Anti-Money Laundering Policy
4. Anti-Terrorism Policy
5. Child Protection Policy
6. Communication Policy (Protocols)
7. Complaint Handling Policy
8. Data Protection Policy
9. Finance Manual Policy
10. Fund Raising Policy
11. Humanitarian Policy
12. Information Disclosure Policy
13. Procurement Policy
14. Safeguarding Policy
15. Transparency and Accountability Policy
16. Value for Money Policy
17. Whistle-blowing Policy

These policies from the community perspective will strengthen and enhance the level of community ownership of projects/programmes and effective facilitation of the services of CSL.

Caritas Sri Lanka is committed to ensuring that all its employees have an accurate and thorough understanding of the policies, procedures, and benefits schemes that affect them. In addition, the policies of the Human Resource Manual and Finance Manual were also prepared with the goal of helping to achieve that end.

At the recruitment level, professional and competent persons will be considered to fill the vacant positions. Annual staff appraisal process will be strictly followed. Each staff member will be categorized under four categories such as professionals, competent, average, and intern. One year Organizational Capacity building drive sponsored by CRS also will be launched to strengthen the capacity of the staff. Periodical staff motivation programmes will be conducted to encourage staff members. The system of “qualify, perform or parish” will be introduced to the staff.



OPERATIONAL MODES

ANIMATION, FACILITATION, CAPACITY BUILDING AND ACCOMPANIMENT

Our animation programs will be stimulating people to become conscious of their own problems and to take responsibility for their own affairs, with the aim of achieving their own, self-defined ends. Program areas include community institutions development, community capacity building, and advocacy and lobbying initiatives on perceived issues at the community level

PEOPLE CENTRED, CBO DRIVEN, GRASS ROOTS LEVEL PARTICIPATORY APPROACHES

Our programs are people-centered and planned through participatory community development tools and methods. Community-based organizations with improved capacity and skills, mobilize resources for solving their issues at the community level thereby to the desired improvement at community's social health, people's wellbeing, and overall functioning

DIRECT IMPLEMENTATION

Some of the programs will be managed by CSL depending on the mode of project activities and scope of it irrespective of resource distribution in an effort to reduce cost and other conditions of inefficiencies

COALITION BASED ADVOCACY AND LOBBYING AND INFLUENCE

Our advocacy programs will be coalition-based by integrating diverse actors for community development and driven by community-based organizations with concrete rural development plans and aggregated concerns

VOLUNTEER MOBILIZATION

Our strategy for volunteer mobilization will be integrated into the present program planning and models of community development, and the capacity development of the volunteers is one of the concerns for community-level leadership development and community level planning exercises

ENABLING PARTNERSHIPS

Partnerships for programs and priorities with national and international organizations that are interested in our objectives and mandates will enable collaborative actions and supports for development programs and policy promotion



ORGANIZATIONAL STRUCTURE AND STAFF DEPLOYMENT

CSL staff structure with competent officers and professionals to execute the programmes and services as with changes to program planning for the strategic cycle will be considered. Proper staff recruitment policy and deployment procedures will be strictly followed to ensure the effectiveness of the staff. Their roles and responsibilities will be ratified clearly and performance appraisals are conducted periodically.

A special focus will be given to staff capacity building. Under the leadership of the National Director and Human resource Manager – employee training and development program will be introduced and followed. Periodical motivational programmes will be conducted to improve their commitment towards their task. Meantime, possible staff incentives schemes will be introduced to the staff to encourage their contribution. National director introduced a staff recognition remuneration to suffice the services of the staff.

MONITORING EVALUATION AND REPORTING MECHANISM

The core purpose of the Caritas Sri Lanka Monitoring System is to provide information for impact-oriented project management and to involve staff and key stakeholders in learning how to improve the quality of the project implementation. The M & E system will provide regular reports on project progress to management, staff, and relevant stakeholder groups, and global partners. The following mechanisms described here are a process heading from the grassroots level to the national level.

1. Village level group meetings (Small Groups / Community Based organizations) for supervision and monitoring by field officers.
2. Review meetings at Cluster level participated by Field officer, Group Leaders and Community development Volunteers.
3. Diocesan level Review meetings will be held once in two months for frequent analysis and review the program strategy.
4. Project Progress Review meetings at National level will be held with the participation of National Director, relevant Diocesan directors and Diocesan and National Project team).
5. Finance Committee consisting of qualified Chartered Accountants to guide Caritas Sri Lanka on important issues (CSL will consult the Finance committee when necessary)
6. Annual Action Plan (Classified monthly wise) together with the budget will be developed by the DCs and send to the NC for validation and approval.
7. Six Month/ Quarterly Action Plan and budget forecast to be sent to the NC and NC will send feedback to DCs.
8. Program Management System (PMS) to be updated and maintained to enable continuous monitoring of the program.
9. Tally System is updated for financial expenditure tracking, monitoring and overall financial management, and control.
10. In order to do data management tracking table with the program indicators will be developed and maintained. Targets and Quarterly achievements will be sent to the National centre periodically by the Diocesan project coordinators.
11. National project coordination team will arrange joint field visits to the Diocesan Centres on quarterly basis. Meantime, Partners / Donors visit also will scheduled to the Diocesan Centres as required by the funding partner.

In addition, web-based monitoring and evaluation information system will be introduced for M&E data collection of the projects/programs implemented by CSL partners.

Evaluations will focus on the factors such as Relevance, Response, Inclusion of Marginalized and vulnerable groups, Effectiveness of intervention, Efficiency, Community participation, Gender Mainstreaming, and impact on the target community. Accordingly, Annual Evaluation, Midterm Evaluation, and Final Evaluation will be conducted for each programme in order to see the impact of the particular programme on the community.

OUR PARTNERS IN PROGRESS

Caritas Sri Lanka, as the social arm of the Catholic Bishops' Conference of Sri Lanka (CBCSL), strives to serve people in need, inspired by the social teachings of the Catholic Church which has been acknowledged by the Government of Sri Lanka and Civil Societies. In collaboration with her local and international partners, CSL has been constantly engaging in projects that strengthen and empower the less privileged communities of Sri Lanka. Our partners' contribution through funding and capacity building continues to bring about better living conditions, improved coexistence, and positive appeals within inter-cultural set-ups and is acknowledged as the force behind leading positive social change and shaping development trajectories, more human-oriented than economic driven.

Caritas Sri Lanka has striven to address the humanitarian needs of the affected communities with excellent support and solidarity with the following local and global partners.

1. Facilitating partners (Caritas Internationalis, Caritas Asia, Caritas Europa)
2. Global partners (Caritas and non-Caritas Partners)
3. Diocesan Network
4. Government Ministries, Departments and administrative bodies
5. Grass root level partners
6. Civil societies/ Community Institutions)
7. Church institutions

While working with the grassroots level communities through the Diocesan network, all the CSL the program will facilitate networking with community institutions such as CBOs, NGOs in other sectors to widen the operational mechanism. CSL program will also focus on developing links with relevant Government Ministries, Departments, and Local Government authorities to obtain information, training, policy guidance, etc.

Regular dialogue with different political/religious leaders, parliamentarians, and business community to address issues related to human rights and activities to create peace and harmony among the various ethnic and religious communities and the development of common consensus among diverse communities for the promotion of sustainable peace will be conducted.

Linking community organizations with district level and national level Disaster Management Centres will be done to facilitate immediate and timely actions during the time of a disaster. National level Contingency plan for the sectoral development will be formulated and implanted in coordination with relevant government authorities and like-minded organizations.



STRATEGY EVALUATION

The Strategy evaluation is deemed significant to throw light on the effectiveness and efficiency of the comprehensive strategic plan with result areas and measures of success and thus provide inputs for new strategic planning, and development of the strategic management process. Our process of strategy evaluation consists of three levels for result evaluation.

ESTABLISHMENT OF MEASUREMENT OF PROGRESS

The indicators have been defined against each outcome area, and reporting system to obtain data from individual projects is established for assessing overall progress against strategic outcomes. The standard measures will help in the process of determining actual performance against strategic areas.

EVALUATION OF VARIANCE

The results achieved will be analyzed to identify variance against the standards which includes tolerant level, positive deviation, and negative deviation. Tolerant level is the performance that can be accepted against the standards. Positive deviation is of exceeding the targets - superior performance and negative deviation are a shortfall in the achievement of the standards of progress.

TAKING CORRECTIVE MEASURES

After the analysis of deviation for negative deviations at the end of each year of operation, the strategic team will determine factors, and identify corrective measures for strategic management and reframe plans and allocate resources accordingly. Thus the strategic evaluation will provide inputs for new strategic planning and development of the strategic management process.





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