

TSUNAMI TO DESHODAYA – SARVODAYA PLAN FOR NATIONAL REAWAKENING

Background

Sri Lanka was hit by a massive Tsunami on December 26, 2004 around 8 am, caused by an earthquake in Indonesia (9.0 magnitude on the Richter scale). The Tsunami waves that struck the shores of several countries in the South Asian Region have caused unprecedented damage, both to life and property. Although in terms of cold statistics, the disaster may not be the worst faced by any country, it is unique in that, more than one country has been affected simultaneously and large extents of land have been devastated as a consequence. Besides Indonesia, which is a collection of several hundred of islands, the worst hit country has been Sri Lanka. The number of deaths recorded in Sri Lanka exceeds 33,000 to date. The number missing exceeds 20,000. One million have been rendered homeless. Damage to the infrastructure and the economy is estimated at more than USD 1.3 billion.

Although none of the Sarvodaya staff lost lives, many of Sarvodaya owned buildings including the Matara District Centre were destroyed due to the killer wave. Sarvodaya staff in the Southern and Eastern coast lost their homes and relatives while many Sarvodaya villages got completely washed away. Over 80 of SEEDS operated village development banks were destroyed completely and bodies of many members were found days after. As a result unrecoverable loans amount to over Rs. 75 million.

Sarvodaya which is the leading voluntary, non-governmental development organization in Sri Lanka has been in the forefront of providing humanitarian assistance in the Tsunami affected areas in the country. Presently, it is actively involved in the distribution of food items and clothing to the survivors, organizing medical care for the needy and the management of several welfare camps set up for those who have lost their dwellings. Apart from continuing these activities, it now wishes to implement several medium to long term programme for the rehabilitation of the affected population as well as the restoration of economic activity in the area. This paper outlines the Sarvodaya plan of action for a national programme of Re-awakening.

The Immediate Response

Going by a news paper article about a forth coming cyclone, Sarvodaya carried out a disaster management briefing at the end of November at the monthly district coordinators meeting, with the help of an officer from the Department of Meteorology. Due to this pre-meditated exercise Sarvodaya was in a very strong position to handle the disaster, hours after the tsunami struck morning of 26.12.2004. Sarvodaya deployed its entire available staff at the Headquarters and as many as possible in the field to deal with the devastation caused by the tsunami, ignoring nearly all of its day to day regular activities both in the field and at the Headquarters. For about a week, normal Sarvodaya work came to a virtual standstill. Many volunteers assisted in this effort and assistance was also forthcoming from the private sector and other agencies.

Sri Lanka's coastal areas were the hardest hit. The most affected are the poorest of the poor who live very close to the beach, often sandwiched in-between the sand and the train tracks or road. The proximity to the coastline and the vulnerability of their wooden huts left thousands of people dead and large numbers homeless without access to even the most basic necessities. Although exact numbers are not available yet, women and children are bearing the brunt of the disaster.

The Eastern, Northeastern and Southern side of the island were the most affected. Many areas on the Eastern Coast were very remote and inaccessible and information was scarce. The cities of Matara, Hambantota and Galle on the Western side were very heavily affected

as well. Coastal roads and train lines have been destroyed and it was initially virtually impossible to physically reach the most affected areas.

Communication was difficult and getting an accurate assessment of the devastation's extent was impossible. Land phone lines and even mobile phone connections were virtually non-existent in many parts of the country and the electricity supply had been cut off. Even police and rescue teams could not reach many affected areas. Some police stations and security buildings were also destroyed. Rumours and misinformation became rampant.

Despite these challenges the Sarvodaya response was swift and systematic. As soon as the news of the disaster reached the Sarvodaya headquarters in Moratuwa on Sunday December 26 around 10.30 a.m., a special Disaster Management Operations Centre was set up and began to receive reports from the Sarvodaya district offices in the affected areas. Staff members and volunteers from non-affected Sarvodaya Districts and Divisional Centres were sent to affected areas.

For many years Sarvodaya has experience responding to natural disasters like floods, droughts and landslides as well as man made disasters. Sarvodaya has the infrastructure to deal with disasters of this nature although nothing of this magnitude has been seen in Sri Lanka before. With its unique structure of district and divisional coordinators it is very well connected to the grass roots and Sarvodaya's reputation in the community made it a trusted partner in its outreach activities. Sarvodaya Founder President and Leader **Dr. A. T. Ariyaratne** personally visited all affected districts in the South, North and East with a team of senior staff members to assess the situation first hand.

Within hours Sarvodaya started receiving a significant amount of support from ordinary Sri Lankan citizens, the private sector and its international supporters, including the Sarvodaya branches from U.S.A., Netherlands, Belgium, and Germany and other key resource partners such as the Novartis Foundation of Switzerland and the Arigatou Foundation of Japan. Thousands of compassionate minds from around the world donated through web based payment gateways. Sarvodaya is deeply moved by this heart felt generosity and is committed to acknowledging them by way of putting this money into good use.

Sarvodaya, with its previous experience in disaster management, emphasized was on providing RELIEF to the affected people located throughout the country. The RELIEF effort provided the following:

- Ø Cooked food, followed by dry rations
- Ø Clean drinking water
- Ø Clothes for men, women & children
- Ø First aid, medical supplies and care which included teams of doctors
- Ø Tents and tarpaulins to provide temporary shelter
- Ø Temporary sanitary facilities
- Ø Volunteers

The above services and supplies reached all 14 affected districts and benefited approximately 40,000 displaced families.

Within a few days following the disaster, Sarvodaya made a rapid, qualitative assessment of the camp management status and a report was circulated to relief organizations, including the UN agencies. This report became an important reference document in the entire tsunami relief operation. Sarvodaya leader Dr. A. T. Ariyaratne visited all affected districts including Jaffna and Mullaitivu and met with the LTTE leadership to discuss rehabilitation measures. The Executive Director Dr. Vinya Ariyaratne participated in discussions with the Secretary General of United Nations, Mr. Koffi Annan and the President of the World Bank Mr. James Wolfenson.

While the immediate relief services described above were provided within one to three days, action was also taken to ensure the following to many of the displaced / affected people:

- Ø Re-constituting family units,
- Ø Providing counseling by trained personnel to deal with trauma
- Ø Providing continuous medical care, specially to pregnant mothers and children
- Ø Cleaning wells
- Ø Disinfecting places of temporary residence
- Ø Organising programmes for pre-school and school children
- Ø Meaningful work for adults for food / cash

Sarvodaya made a special announcement, on the night of 26th December night itself through the Independent Television Network and later through news papers and radio, that, should the need arise, **it will take care of all displaced orphaned children of primary school age** with immediate effect, provided the affected children are referred to it by the authorized state agency - the Department of Child Care and Probation Services.

Action was also taken to start collecting data about the displaced people in camps to be managed by Sarvodaya. Data by families with respect to loss of life, loss of income-earners, damage to property, loss of documents etc were fed into a system managed with the help of professional volunteers. Similar action was also taken to collect data from affected Sarvodaya villages.

A very young group of web loggers both at Sarvodaya HQ, USA and in the UK worked around the clock feeding information to the World Wide Web as and when they received first hand information through Sarvodaya District coordinators in action at all affected districts. www.sarvodaya.org site became the Tsunami information gateway to the world with hundreds of popular search engines such as **Google – Apple – Novatel and U2** linking the site with millions of concerned sympathizers around the globe. Sarvodaya was in prime focus in almost all international media coverage including **CNN – BBC – ABC – NBC** etc. Sarvodaya's commitment, volunteer contribution, relief collection and distribution plan was discussed with much praise.

The relief work will continue for as long as it is needed. However, the distribution of relief supplies will be more systematic with needy families being identified and issued with some means of identification. After the 3rd week relief supplies are now being sent only to Sarvodaya field centers for distribution to selected camps and families as needed.

Resource and Finances for Disaster Management

As mentioned above, there was a significant amount of relief that came from ordinary citizens, the private sector and multilateral aid agencies both in Sri Lanka and abroad. The approximate value of contributions received up to 13th January 2005 is given in Table 1.

Table 1 – Value of contributions received for Sarvodaya Disaster Relief Operation (up to 13th Jan.2005).

	Type of Contribution	Amount/Value*
1	Financial	Rs.102,000,000
2	Material & Supplies (food, medicines, clothes, hygiene items , tents etc.)	Rs. 30,647,389
3	Volunteers	19,947 person days

* approximate

The value of goods distributed up to 11th January 2005 is Rs. 24,374,500.00

Contributions continue to come in, and a large proportion of the remaining contributions and supplies, as well as future contributions, will be allocated and utilized for the long term actions of rehabilitation and reconstruction in the priority areas identified by Sarvodaya as described below,

The Need for a VISION to go Beyond “Immediate Relief”

What remains to be done is not simply building a house for those which have been flattened, or re-building the roads and rail tracks which have been badly damaged, or re-establishing the social welfare services such as health and education, or re-starting the commercial activities needed for the daily life of the people,; but to do all these and much more as well, within a **sustained national effort** to build a new country; a NEW SRI LANKA.

Sarvodaya believes and acts on the belief that the country needs a **VISION** which not only **motivates ALL** of us but also **directs all efforts** at **Relief, Rehabilitation, Reconstruction, Reconciliation and Reawakening (5R)** whether by individuals, societies, state, private sector or Non Governmental Organizations, international agencies, etc. Sarvodaya believes that to move towards this VISION of “**Beyond Immediate Relief**”, the whole country, and not only those immediately families, should get involved.

Sarvodaya has already commissioned a National Re-Awakening Council to formulate such a Vision. The essential ingredients for this vision are to be found in the Sarvodaya ~ Deshodaya concept.

Role and functions of the National Re-Awakening Council

It has been said that “**Waves of destruction have been followed by Waves of Compassion**”. The latter has pervaded the whole nation, and in fact the whole world. The physical re-construction which is more tangible should be accompanied by the personal and social transformation of ALL leading to the “Awakening of the Nation”.

- i. A major output expected from the National Awakening Council is the formulation of a VISION for the nation as a whole and some guidance as to how it may, in course of time, be embedded in the hearts and minds of its people.
- ii. It is also expected that the Council will formulate policies for the guidance of the Sarvodaya in relation to the **5R** work and will also issue directives to the Executive Director – Sarvodaya in specific fields and also make general suggestions in terms of the VISION formulated. (At a preliminary meeting several fields were identified and persons assigned to do further work in the selected fields.)
- iii. Since there is urgent work to be done, it is expected that the Council will also identify key actions in the selected fields for immediate implementation.
- iv. The Council will also assist in generating resources for the 5R work in particular.

The Need to Focus on the Family and the Community

"To put the world right in order, we must first put the nation in order; to put the nation in order, we must first put the family in order; to put the family in order, we must first cultivate our personal life; we must first set our hearts right."

~Confucius

The focus of the Sarvodaya work in the field will be the **FAMILY**. Individuals will be catered to as members of families. It may be that RELIEF was provided to INDIVIDUALS. But it is the FAMILY which will be REHABILITATED. The rehabilitation of a family has embedded within it, the rehabilitation of the individuals who are its members. For those unfortunate individuals who have lost all others in their families, the extended Sarvodaya family will be the haven.

It is the family which provides the primary care and attention to the individuals who are its members. It is primarily through the family that an individual develops his/her personality. Families are also members of their communities. Hence the rehabilitation of the community will take place along with the rehabilitation of families.

For those displaced families in camps, the total camp population and the neighborhood will comprise a temporary "community" until the families are integrated into normal communities, depending on their original place of residence and government policies regarding the re-settlement of the displaced families.

The process of **Rehabilitation** will be followed by **Reconciliation**, **Reconstruction** and **Reawakening**.

Areas for Priority Action

While focusing on families and communities, Sarvodaya has identified certain critical groups to work with as well as certain over-lapping fields and areas in which immediate action is needed. The major rationale for such selective action is that special expertise is needed at this juncture. The systematic development work following the immediate relief, has to be expedient and efficient and the very best the country can offer.

The co-ordination of these selective actions will be primarily at two levels. At the national level, the National Re-awakening Council will take part in the co-ordination function. At the other end, the families and associated communities will receive a co-coordinated package. Communities will be involved in the development work at all management levels within the community, as is the usual Sarvodaya practice, and this will ensure that a co-coordinated package will be available. It will also ensure "transparency" and will also result in the effective mobilization of the community.

The areas are as follows >>>

- i. Women, children and orphans
- ii. Water and sanitation
- iii. Health and Preventive Care Management
- iv. Camp/Community Management & Governance
- v. Environmental management & ecology

- vi. Psychological and spiritual healing
- vii. Housing & Resettlement
- viii. Livelihood support, trade and micro-finance
- ix. Disaster Management & Mitigation
- x. Communication
- xi. Documentation & Legal Assistance

The best available expertise in the country will be mobilized for this work and Sarvodaya already has offers of such assistance. In addition, Sarvodaya will utilize the specialist services offered by the public sector and will operate within the relevant official policy guidelines.

i) Women, children and orphans

Women and children are in prime focus in Sarvodaya's on going programmes designed to empower both groups with a scientific approach. Sarvodaya with its expertise in the fields of Early Childhood Development, psycho-social healing, and nutritional advice, will apply this to the management of women and children in both camps and villages. With Sarvodaya Suwasetha children's wing in existence for the last 27 years, caring for malnourished, destitute, disabled and underage pregnant mothers, Sarvodaya is in a very strong position to commit to this cause of care with a touch of loving kindness and compassion. Sarvodaya maintains its promise to the nation to receive any orphans into its care in consultation with the relevant government agencies.

ii) Water and sanitation

An area for concern in the aftermath of a natural disaster of this magnitude is the prevention of disease and epidemics. The vulnerability of the population to disease and epidemics arises from decaying bodies floating in the waterways; contamination of drinking water obtained from wells (in the absence of pipe borne water) the lack of toilet facilities and community living in camps under not so hygienic conditions. Accordingly, the provision of clean drinking water from non affected areas in the initial stage and the cleaning up and rehabilitation of drinking water sources namely, ground wells as well as the sterilization of water is a matter of utmost urgency. Further, the construction of toilets both in camps and in the villages should receive priority attention for similar reasons. The disposal of waste and garbage in the affected areas has already become a problem due to the somewhat plentiful supply of food and water to the affected areas in plastic and paper containers, which have been thrown haphazardly in the area. The proposed programme, in addition to providing income support, will therefore target the following three areas: -

- i) The provisions of clean drinking water and rehabilitating local sources of drinking water;
- ii) Repairing and enhancing the safety of village wells;
- iii) Providing new deep water wells or tube wells for community use even during drought periods
- iv) The construction of toilets;
- v) The management of solid waste in the area.
- vi) Introducing upgraded hygiene, sanitary and waste disposal standards in the villages.

iii) Health and Preventive Care Management

Health care is a critical need following disaster. While Sarvodaya provided emergency medical services during the emergency phase, the government health services are now looking after the clinical care needs of the affected population effectively. There are gaps observed in several areas where additional medical teams are deployed to assist communities in affected areas to protect and promote health in the short and long term. Sarvodaya will concentrate on vital areas such as reproductive health, nutrition, and preventive services for communicable and non-communicable diseases.

iv) Psychological and spiritual healing

The Tsunami tidal waves have left behind in the hearts and minds of the survivor's shockwaves of fear, anxiety, stress and confusion. At this moment, they need the help of people who will listen to their plight, share comforting words and console their grief. They also need to be reconnected to the immense spiritual resources from which they can draw energy to heal the pain and suffering and to reawaken their lives with renewed faith and hope. After the initial shock and trauma when people recover and set about rehabilitating themselves, after about two months they revert back to a state of depression again. To prevent this is very essential that we continue with our psychological and spiritual healing in to the future.

To meet this need, Sarvodaya is mobilizing a group of 30 counselors and meditation teachers to implement a psycho-spiritual healing programme for the Tsunami survivors. At the planning workshop on psycho-spiritual healing held on 3rd January 2005 at the Sarvodaya Vishva Niketan International Peace Centre with the participation of religious dignitaries, meditation instructors, trained counselors including the President of the *Sri Lanka Association of Counselors*, it was decided to implement an immediate plan of action. Subsequently on 4th January 2005 a team consisting of two Buddhist nuns, one Catholic nun and 5 counselors are visiting the camps. Fully conversant with handling human stress situations, this group of volunteers are helping the survivors begin life afresh with renewed vigor, hope and aspirations, re-activating the depleted spiritual energies through religious belief and planting courage, determination and purpose in life. We await their report to decide on the practical steps to be pursued immediately. On 5th January 2005 another similar group of volunteers visited Galle and Matara. Both groups met on 9th January 2005 to review their findings and decide on the plan of action. This group will continue to visit camps and villages until the tsunami wounds are completely healed and eradicated from the minds of victims.

The American Psychotherapist Association will also work closely with Sarvodaya in sending a group of professionals to help build the capacity of the psycho spiritual healing group.

v) Housing

It is estimated that a total of around 86,000 houses are totally destroyed and about 21,000 houses are partially damaged. Sarvodaya offers to repair, reconstruct or rebuild 20% of affected houses, only subject to any legal restrictions. This is a commitment to an involvement with around 20,000 houses. Labour for reconstruction provided by those directly affected will be recompensed in cash through donor-funded programmes. Labour provided by those not directly affected will be given as service in the spirit of Sarvodaya's Shramadana tradition. There will be much work for both skilled and unskilled labour and training will be provided for crafts such as masonry and carpentry. Sarvodaya will identify or develop relevant training modules or refer trainees to existing technical institutes or colleges for training. It will seek to incorporate the most sustainable building methods and materials into its housing plans.

While we realize that housing needs to be provided quickly, we strongly believe that careful planning is essential before the construction of homes begins. Rather than supporting a "Housing" programme, Sarvodaya believes that a holistic approach - rebuilding of communities and villages should be encouraged. This would then mean that the villagers, the survivors, should be involved in having input into their physical needs (infrastructural, water, housing, waste, energy, transport, work, recreation) as well as their spiritual / cultural (temples, kovils, churches, mosques, meeting places, markets) and social/educational facilities (schools, play areas, wilderness) and their expectations. It is quite likely that the needs of the surviving population will be different and thus the village will also be different compared to pre-tsunami. We also propose current state-of-the art of sustainable living such as rainwater collection, solar electricity, recycling etc.

vi) Camp/Community Management and Governance

As mentioned in the introduction to this document (page 001) Sarvodaya's pre-meditated effort of getting ready to manage a National Disaster, camp management manual was ready prior to this wave of destruction. Based on the findings of Sarvodaya Teams working in the districts of Hambantota, Ampara and Kalmunai and in consultation with the District Secretaries and other relevant authorities, Sarvodaya only made amendments to the existing document. Sarvodaya is in the process of systematically addressing some of the priority issues identified in the document. Sarvodaya will continue to seek out best practices from around the world and develop its own training modules and programmes.

vii) Livelihood Support, Trade and Micro-finance

Almost all of the families affected by the disaster have lost not only their dwellings but also their means of livelihood. Attempts are now being made by banks, Government and the Ministries concerned to rehabilitate the industries etc., so that normalcy returns speedily. However, such efforts will bear results only after a few months. During this period it is necessary that the families are provided with some income support, so that the day to day needs of the family can be met. More importantly, there is a danger that the relief will create a DEPENDENCY SYNDROME amongst the affected communities. Therefore it is necessary that the rehabilitation process is based on a scientifically designed empowerment programme.

It is unfortunate that a large number of fishing communities got affected and the tourist industry too got badly hit by the tsunami. Since the Government is looking in to these two areas with considerable emphasis, Sarvodaya will go by case to case basis in assisting families whose livelihood is connected to these two sectors. However all the other needs of these communities will be in Sarvodaya focus until they settle down to a stable future.

The Goal of the proposed plan is to assist in the relief and rehabilitation of the victims through an Income Support scheme in order to mobilize them to participate in the rehabilitation and reconstruction process.

The Sarvodaya concept of 'self help' will be the guiding principle in engaging both directly and indirectly affected villagers and IDP's in camps. The programme will deploy the services of both skilled and unskilled workers among youth and adults while women, able elders, and children can be engaged in a productive manner as well.

The cash for work program will also support the associated project dealing with water, sanitation and solid waste disposal. The requisite skills training for the project will be facilitated through training and development programs.

The Government has announced that they would be introducing a coupon system by which each family affected will be able to obtain their food requirements through the co-operative society network. The income support scheme will therefore aim to provide some supplementary income by employing a member of each family affected in gainful work associated with the rehabilitation effort. It is hoped that at least 10 days of work could be provided to each individual in any month, so that they could expect an estimated income of Rs.3500 per month on a regular basis for a limited period of 4 months. The basic nutritional requirement for a family of four has been estimated by a nutritionist to cost Rs 7440 per month. The cash for work programme will deliver around fifty percent of the required income per family engaging at least one member for at least ten to fifteen days a month. The balance income necessary to meet basic nutritional requirements will be supported by networking family members with deployment and engagement opportunities in rehabilitation work and in the business sector. The micro finance sector including Sarvodaya Economic Enterprise Division (SEEDS) will be encouraged to support the early reestablishment of the retail and wholesale trading sector, fisheries sector and tourism services sector. These three sectors were the backbone of employment and income generation for the affected people in the coastal areas.

The intention of deployment and engagement is to avoid creating a culture of dependency on a dole, but rather provide Cash for Work scheme for a limited period, during which every effort will be made to rehabilitate them in a regular economic activity.

The programme will provide the necessary skills training and transfers of best practices for upgrading skills levels in the affected communities.

Women, elders and youth who can be actively engaged in simple community support activities "Full engagement" is a concept developed by Sarvodaya leader **Dr. A.T.Ariyaratne** which ensures that Women, elders and youth who cannot be a part of the labour force can be mobilized, instead, to contribute to community development in other capacities. The engagement process will specifically address the setting up of community peer groups (Pre School, school children, women, youth and elders) who will set the stage for self help programs and harmonious community participation.

viii) Environmental Management and Ecology

There are serious environmental problems arising from both the tsunami itself and the large scale responses to it. Contaminated wells, exposure to asbestos and chemicals from destroyed buildings, soil erosion, plastic debris such as water bottles from relief operations etc have become serious problems to both people and the environment. Using the best practices of ecology and environmental management for the public benefit, Sarvodaya is looking into the ways and means of conservation and enhancement of biodiversity and maintenance of ecological processes and life support systems essential to a fully functional biosphere. Sarvodaya will promote and encourage education, training, in the practice of ecology, environmental management and sustainable development.

ix) Disaster Management and Mitigation

Sarvodaya is currently in the process of developing joint capacity in this area with some external agencies specializing in disaster management in order to enhance community disaster preparedness in the future. This programme will aim to develop disaster preparedness capacity at community level as well as the national level operational competence of Sarvodaya.

x) Communication

In a risk communication situation there is a constant tension between providing accurate information and providing information quickly. It is essential to have a proper communication system in place to both reach victims of the disaster and to communicate with the world. It is natural that Sarvodaya was able to plan relief work effectively due to the existing large network of 34 district centres and 340 divisional units. Yet it is necessary to have a professionally designed communication system to deliver accurate and timely information. With the publicity received through popular web search engines, in futures to come Sarvodaya web site will no doubt be the window to move compassionate minds around the world at a time of a national crisis.

More importantly, Sarvodaya is of the strong opinion that the voice of the Tsunami affected communities were not sufficiently heard especially in the planning and policy making processes that followed the disaster. Unless their views, opinions, and aspirations are taken into serious consideration by the decision makers at the top, we will not be able to fully recover from this tragedy and build a new Sri Lanka. Sarvodaya will, as an important element in its post-Tsunami development plan, explore possibilities of new technologies such as ICT and community radio to promote a dialogue between communities as well as between communities and the policy makers.

xi) Documentation & legal assistance

Many of the tsunami victims not only loss their loved ones and homes but also most important documents of their lives. Birth certificates, identity cards, deeds, certificates and bank accounting documents are few to mention. Not only individuals but also Institutes lost all of the documents they preserved for years. While suggesting to the government that they should develop an Information Duplicating System (IDS), Sarvodaya is seriously looking into the possibilities of helping their membership with a virtual info storage system in place with the help of its on going **info circle** programme which is based in villages throughout the country.

Implementing Mechanism – Internal organization

The immediate relief services were provided through the existing Sarvodaya organizational structure.

After the immediate massive relief effort, Sarvodaya has made the following decisions:

- i. Relief work will continue as needed.
- ii. The continuing development work needed in the affected areas will be done through the existing Sarvodaya organizational structure with some needed modifications which have already been effected.
- iii. Sarvodaya needs additional expertise in many areas in addition to those listed above, considering the sheer magnitude of the operations. It has identified the following fields / areas for which expertise will be resourced and provided through the National Reawakening Council.
 - a. Finance
 - b. Camp Management
 - c. Communication and MIS

- d. Disaster Management Support
 - e. Services Support and Networking
- iv. Sarvodaya field centers will be upgraded to provide better services and better accommodation particularly to volunteer workers (*a separate proposal has been prepared*).

Implementation Mechanism - Needs Assessment and External Coordination

Of the 25 Administrative districts in the country, 14 have been affected by the Tsunami disaster.

Sarvodaya intends implementing the proposed programme in all the Tsunami affected districts. These affected districts inhabit people from all three communities namely, Sinhala, Tamil and Muslims.

Districts in Sri Lanka are sub divided into Divisional Secretariat areas and thereafter into Grama Niladari Divisions (GNDs). Of a total of 56 Divisional Secretariat areas in the fourteen districts, twenty six have been adversely affected by the disaster. These twenty six divisional secretariat divisions are sub divided further into 225 GNDs. Sarvodaya will target the worst affected GNDs within the fourteen affected districts.

The selection of villages from within the districts will be based on transparent criteria determining the worst affected GNDs. The affected Sarvodaya villages will be given priority. Sarvodaya will convey to the authorities, its intention to focus on the areas specified so that a duplication of effort by others can be avoided. Sarvodaya will also co-ordinate with Government Officials in the selection of the worst affected divisions. It is hoped that the needs of the balance villages will be addressed by other organizations, including Government Agencies. The activities in a particular village will also be co-coordinated separately so that the totality of the project in any one village will stand-alone.

Critical Assumptions

The Sri Lankan Government, despite its good intentions and maximum efforts is not in a position, by itself, to make effective use of all of the assistance pledged by other countries, institutions and individuals. There is a need for and willingness on the part of the private sector, as well as the Civil Sector Community to play an active role in the rehabilitation effort. Such role should encompass not only the provision of humanitarian assistance and relief that immediately follows a disaster, (such as the caring for the sick, burying the dead etc.,) but also extend to medium and long term efforts to rebuild the infrastructure and restore economic activity in the affected areas.

Therefore a critical assumption in the successful implementation of the programme is that the national policies will be supportive and the Government will welcome the intervention of Sarvodaya in its adopting and focusing attention in all the districts.

Sarvodaya has already been entrusted with the management and/or servicing of selected camps in each district by the Government. Furthermore the Government is already involving Sarvodaya in key intervention areas such as health at the national level. As such the assumption made above is submitted to be a reasonable one.

A further assumption implicit in our schedule of implementation is that there will not be any further natural disasters like floods etc., in the relevant districts.

Objectives and expected results

Active engagement of the entire community is envisaged to not only promote community development but also national integration and peace in line with Sarvodaya's Deshodaya (National Reawakening) concept. It will also be in keeping with Sarvodaya's vision of development, just peace building and good governance in terms of three interlocking spheres: consciousness, economics and power.

The engagement process involving the affected community is envisaged to significantly address stress, trauma and psycho social problems of the victims.

Through this comprehensive programme, Sarvodaya also hopes to embed a value change in the affected community, which will empower them towards the achievement of the Millennium Development Goals and better prepare them for future disaster management.

The programme will also reestablish the affected communities in their respective villages by assisting them through an Income Support scheme combined with upgraded skills for the rehabilitation and reconstruction of affected areas.

In addition, the programme endeavors to create other avenues of employment through private traders and government projects, which will be encouraged to employ affected community members. Sarvodaya also hopes to network with the private sector in marketing all crafts and products produced by the local community.

Furthermore, the local community will be mobilized to engage in tree planting and home garden crops to meet local consumption needs and upgrade the environment. Seed material and nursery plants will be obtained from the private sector.

The programme will ensure that diseases and epidemics do not occur in the affected areas. It also envisages a significant improvement in the living conditions and attitudes of people vis-a-vis health and sanitation. Accordingly, much emphasis will be placed on educating the targeted people on the importance of cleanliness and sanitation. Quite apart from providing physical facilities for all three communities in the multi-ethnic districts such as those in the Eastern province, the programme will also to promote harmony and unity amongst them in the course of facing this calamity.

The programme will also, as far as possible, use the displaced persons in the planning, construction activities relating to various programme activities, thereby imparting skills and a sense of discipline.

Programme Implementation Methodology

The rehabilitation and reconstruction activities will be implemented in a decentralized manner guided by a district committee. Sarvodaya headquarters will facilitate all support services including programme management, systems, MIS, resource identification, banking, accounting, audit and controls in terms of a project procedures manual assuring best practices of programme management and good governance. A continuous process of assessment, identification of deployment opportunities, networking with deployment partners within a strategic planning and effective and efficient implementation management framework will be lead by the top management team of Sarvodaya headquarters under the guidance of the Executive Director Dr Vinya Ariyaratne, MD. A team of professional volunteers with capability and competency to implement the programme will be formed as an advisory committee to closely network and discharge a governance role including the role of an audit and compliance committee.

Coordination of external support

Sarvodaya had been working with communities around the country for the last 47 years. Even though many individuals and organizations who supported Sarvodaya during the disaster are willing to looking to the possibilities of helping in long term rehabilitation process, it is Sarvodaya's commitment not to create disparities among communities who receive this assistance. Therefore Sarvodaya is proposing its external resource partners will be allocated specific districts to provide support in the re-awakening programme and adopt an integrated and holistic approach to develop the communities in a sustainable manner based on the time tested Sarvodaya philosophy.

Monitoring and Evaluation

Management Information Statements will be designed to track the physical progress of the programme against agreed targets, expenditure against budgets and the realization of programme goals and objectives against agreed parameters. This process will be supported by a specially designed project management computer system these statements will be submitted at agreed intervals by programme management staff and consolidated at the centre.

Resource allocation

The costing of the programme is set out in Table 2. The proportion of financial allocation for each action area was determined based on criteria such as the magnitude of the need based assessment reports received from Sarvodaya field staff, the Sarvodaya internal expertise & capacity, availability of external technical and other resource partners and the degree of involvement & availability of resources by other agencies such as the government, private sector, UN agencies and the donors.

Table 2 - Tsunami to Deshodaya, Action Areas, Resource Allocation and Implementation Mechanism – 1st Year (26th Dec.2004 – 31st December 2005)

	Action Area	Budget Allocated¹ %	Responsible Sarvodaya Unit/s	External Implementing Partners	Resource Partners
1	Women, Children & Orphans	15.0	Early Childhood Development Unit (ECDU) Sarvodaya Suwasetha Sewa Society Ltd. Community Health Unit (CHU) Sarvodaya Women's Movement	UNICEF National Child Protection Authority UNFPA Ministry of Social Welfare	Novartis Foundation for Sustainable Development (NFSD) (UNICEF) One World One People Association (OWOP), Japan Sarvodaya U.S.A. Sarvodaya Germany
2	Water & Sanitation	15.0	Sarvodaya Rural Technical Services (SRTS) Sarvodaya Shanthisena	WHO NWSDB	USAID Helvetas
3	Health & Preventive Care	10.0	Community Health Unit	WHO UNFPA Ministry of Health Apollo Hospital University of Sri Jayawardenepura – Faculty of Medicine	Novartis Foundation for Sustainable Development (NFSD) Direct Relief International, U.S.A. Medico International, Germany
4	Psychological & spiritual healing	10.0	Vishva Niketan Peace Centre Community Health Unit Deshodaya (Forum Theatre)	Sri Lanka Association of Counselors	UNFPA/UNICEF Swedish International Development Agency (SIDA)
5	Housing & Resettlement	30.0	Sarvodaya Rural Technical Services (SRTS)	Ecological Solutions Australia	Novartis Foundation for Sustainable Development (NFSD). Certified Financial Analysts (CFA)

¹ These allocations are based on the total contributions we have received so far both locally and internationally. But the percentage or the proportion in which all future donations will be allocated more or less on the same lines. Due acknowledgement will be given on the sites when specific construction activities are in progress.

6	Camp/community Management & Governance	5.0	5R Unit Deshodaya Com.Cap.Bld.Unit (CCBU)	Disaster Management Institute India	
7	Livelihood support, Trade & Micro-credit	5.0	Field Operations Division (FOD) SEEDS		USAID
8	Environmental Management & Ecology	5.0	Sarvodaya Rural Technical Services (SRTS) <i>(Biodiversity Unit)</i>	Eco-V	
9	Disaster Management & Mitigation	3.0	Field Operations Division (FOD) 5R Unit Sarvodaya Shanthi Sena Community Capacity Building Unit (CCBU)	Disaster Management Institute, India	
10	Communication	1.0	Field Operations Division (FOD) Community Capacity Building Unit (CCBU) Media Unit	Virtusa	Microsoft (IBM)
11	Documentation & Legal Assistance	1.0	Sarvodaya Legal Services Movement		Swedish Agency for International Development (SIDA)
	<i>Total</i>	100.00			
12	Operation Rebuild ²	8.0	Headquarters Operations District Centres (14)		Novartis Foundation for Sustainable Development (NFSD) Sarvodaya U.S.A

² This allocation is to meet the additional operating costs because of the scale of the task ahead. It is essential to fund range of additional staff with all operational costs to see this programme through. This is additional to Sarvodaya's existing core programmes across the country, which will be maintained from existing internal and external revenue generation.