

RAHAMA

STRATEGIC PLAN 2024 - 2028

THE NEED FOR A STRATEGIC PLAN

The Sri Lankan Context

Sri Lanka during the past few years experienced a concatenation of disasters that impinged utterly devastatingly on its people, its economy and its social fabric. In 2019 an ISIS inspired religious extremist group engineered a spate of bomb blasts that destroyed so many lives, property and assets and also the priceless harmony among all believers of religion. It also destroyed the budding tourism trend that helped the economy immensely.

Then in March 2020 the Covid 19 pandemic struck Sri Lanka in two waves lasting for one and a half years with severe lockdowns and safety health measures, and citizens' health, both physical and mental was seriously affected and in turn the economy and the social fabric was battered once again.

In August 2020 Parliamentary elections were held and the new Sri Lanka Podujana Pakshaya (SLPP) was voted in with a 2/3 majority. In 2021, the sudden switch to the use of organic fertilizer within just 2 months came into force decimating the subsequent rice harvests and impacting other foods availability. Headline inflation went soaring high at 66%. In the 2nd quarter of 2020 Sri Lanka's economic growth contracted by a whopping 16.3 percent.

In April 2022 Sri Lanka declared bankruptcy and defaulted on repayment of sovereign bonds. The Sri Lankan Rupee was devalued by about 70% and inflation spiralled out of control. Prices of food, fuel and medicines soared almost 300% and most of these were in short supply leading to unending queues all day long. As the economy contracted, manufacturing, construction and services were affected due to power cuts and lack of raw materials, and jobs were lost. The devastating economic downturn is unleashing so far unprecedented repercussions particularly for the working population, marginalised groups, women and children and the elderly.

According to the World Bank's twice-a-year update on Sri Lanka (4 May 2023), "...the poverty rate has doubled from 13.1 percent to 25 percent and it is projected to remain above 25 percent for the next few years due to the multiple risks to households' livelihoods." The poor cannot afford even two meals a day nor life-saving medication.

UNICEF stated that Sri Lanka is the 6th country with most malnourished children in the world. One in three children are malnourished and are in need of special care- *Daily Mirror of 27 August 2022.*

The new survey, commissioned by the United Nations Development Programme (UNDP) and Oxford's Poverty and Human Development Initiative (OPHI) in July 2023 says: "Six out of ten Sri Lankans are multidimensionally vulnerable due to the ongoing economic crisis in the country coupled with debt, lack of education and the ability to adapt to disasters. It found that 55.7 per cent of the population or 12.3 million people experience multidimensional vulnerability-**10.13 million are rural residents from the Eastern, North, and North Central provinces**" -*Sunday Times, 3 September 2023.*

Factories are closing down or downsizing, and own account workers are rendered helpless. Some companies are relocating their operations in the region. The economy is contracting at 3.4 percent this year- 2023 and it is forecast to turn positive in 2023. However, with an unforeseen recession setting in the west and US, the demand for Sri Lankan goods is shrinking and will seriously affect any recovery.

Economists' forecasts for the future 6 years are very gloomy with the possibility of another economic downturn in the context of more and bigger loans taken by the country without realistic means of repaying them and without stemming corruption and mismanagement.

These economic and social impacts will inevitably spawn an increasing trend in conflicts, discrimination, exploitation and lead to more disharmony, inequalities and create more pressure for political reforms etc, and for protests.

In addition, all the above negativities are most likely to get aggravated by climate change and its unexpected and catastrophic consequences for all of us. Sri Lanka is identified as one of the most vulnerable countries to climate change and our experience over the past few years confirm that view.

RAHAMA Communities

The unprecedented economic downturn with a multitude of negative social impacts in its wake has dealt a devastating blow to the communities with whom RAHAMA was active during the past 5-10 years on rehabilitation and recovery from the armed conflict. ***All the gains of our communities during the past years have been undone to a very significant extent.*** Poverty has risen among our marginalised communities from 13.1% to 25% or more and malnutrition is now at 35% and food insecurity affects 37% of the people. The cost of living is beyond all deprived groups. School drop-outs are increasing and so are teen-age marriages; brain drain is ballooning and so is human trafficking. With this downward spiralling of all measures of development, mental health, addiction to alcohol and drugs, sexual and gender violence against

women and children are on the rise. Ethnic harmony and national integration will also be affected negatively in this downward spiral which could be exploited for gaining political power.

The catastrophic plunge into underdevelopment sketched above, is shocking for a country that boasted of having a good quality of life measured on human development indicators e.g. life expectancy, infant and maternal mortality, literacy etc. that often overshadowed those of some countries with an even higher GDP compared to Sri Lanka.

This unprecedented development crisis warrants its own dedicated economic and social recovery plan for the affected communities. The situation is serious and RAHAMA has to dig in for the long haul with its traumatised people. The strategic plan exercise carried out in August 2023 is dominated by the concerns of these negative impacts and the urgent need to recover.

Change can have different inspirations – shifts in government; charismatic calls for revival and also even disasters can be a window of opportunity. RAHAMA views Sri Lanka's current predicament as an opportunity.

INTRODUCTION TO THE STRATEGIC PLAN

This Strategic Plan was developed in a participatory manner with members of the Board of Directors, the Executive Director, all Staff and representatives of Boundary Partners of RAHAMA fully engaged.

As in the development of all Strategic Plans, RAHAMA too carried out an in-depth scan of its external and internal environments for ensuring it a sound basis and for relevance. Sri Lanka has and is experiencing unprecedented, disastrous sliding down in the political, economic and social spheres that is determining the development course of the country for the coming 5-10 years. The challenges that flow from declaring bankruptcy and the challenges and opportunities it presents to civil society organisations were analysed. This theme dominated the discussions on the strategic plan. The likely future political, social, economic, environmental, technological and legal scenarios that are likely to emerge and affect the operations of RAHAMA were examined for future coping strategies.

In the internal scan (on RAHAMA itself) two special issues were featured. One was the challenge of assisting dependent communities in the districts of Vavuniya, Kilinochchi, Mullaitivu and Jaffna to become self-reliant and empowered communities over a given timespan. In the current social and economic catastrophe, communities have been pushed down further into poverty and turmoil which makes

self-reliance or sustainability a more difficult goal. The other issue was upgrading the capacity of RAHAMA as an organisation including the recruitment and retention of competent and committed staff to face such challenges. *Please refer Annex 2&3 for the internal and external environment scans.*

The strategic priorities or goals developed are aligned with the mandate of RAHAMA and its vision and mission – being a basic requisite of any strategic plan.

At the national level, RAHAMA's strategic plan takes into account the development goals of Sri Lanka and are congruent with them. Our focus has to shift to the understanding that exclusion, inequality and injustice are the real target, more than simply a lack of or inadequate income of households.

At the global front, this strategic plan is in tune with the United Nations Sustainable Development Goals (SDGs) which we use as guiding principles. RAHAMA's portfolio of projects are related to SDGs 1-Poverty; 2- Zero Hunger; 3-Good Health and Wellbeing; 4 – Quality Education; 5-Gender Equality; 13 -Climate Action and 16 -Peace and Justice and Strong Institutions.

RAHAMA's long-term efforts at socio-economic recovery and advocacy focus on identified change goals that are aligned with SDGs. *Please refer annex 4 for the 17 SDGs.*

The task of supporting communities in socio-economic recovery, in the circumstances invariably require orchestrated efforts of the government, corporate sector and the civil society sector. Inter sectoral cooperation too is critical for successful interventions in relation to our strategic priorities.

RAHAMA

Vision

A nation in peaceful coexistence based on social justice, with poverty overcome, where alcohol and drug use is minimised every citizen is free to achieve their fullest potential and participate in civic life with dignity and security.

Mission

The mission of RAHAMA is to promote respect for the rights of the population by improving livelihood assets of all deprived households through rights-based models by creating durable change through skills education, technology and advocacy.

The Recovery and Humanitarian Action Management Agency (RAHAMA) was registered as an NGO in 2012 and took on a part of the work that FORUT implemented in Sri Lanka till 2010. RAHAMA initially concentrated its efforts in the Northern

Province and recovery and development were integrated with resettlement. At the beginning, RAHAMA was funded by the Norwegian Embassy in Colombo and focused on shelter, water, sanitation, livelihoods and securing land rights for about 3,000 affected internally displaced persons. Over the years, Norad, Stavengar, VOGT and Halo too began to fund RAHAMA's work. In order to make resettlement more effective, RAHAMA introduced micro credit to support livelihoods and other needs especially of women and the deprived communities. It also adopted the rights-based approach to enable people to access government services and secure their entitlements (access to natural resources, assistance and subsidies). In order to ensure sustainability of livelihoods, caring for the environment was promoted and for sustainability of the project (change), developing local leadership and capacity, particularly of the local Women Rural Development Societies, the Farmer Organisations and other civil society organisations (Boundary Partners), came to be prioritised. Thus, RAHAMA's perspectives on supporting the war affected communities to recover and develop evolved over the first seven years of its operations, and during the past 4 years transited from relief and rehabilitation to sustainable development, and progress was satisfactory.

The prevailing unprecedented economic disaster and social and political turmoil in Sri Lanka is having and will continue to have devastating impacts on our communities. Almost all our constituencies have fallen deeply into poverty again due to the current economic crisis. This poses a grave challenge to the communities and to RAHAMA as this crisis is forecast to continue at least for the next 3-5 years or more.

The unfolding economic downturn is bound to have serious repercussions on the political sphere too. People are impatient with the unbridled bribery and corruption that impedes the country from progressing and with the absence of any realistic efforts at stemming it. People's protests (Aragalaya) of last year are just one response from the people.

The gaps in the social fabric due to the political and economic crisis will have to be addressed by RAHAMA. Sri Lanka had an enviable ranking in the UN social development index. Basic human indicators have plunged badly. Hunger, poverty, gender inequality, violence and abuse; child abuse and abuse of alcohol and other drugs, particularly by the youth; mental health, suicides and anti-social activities have spiked during the past months and serious remedial measures are warranted.

Peaceful coexistence among all diverse groups in Sri Lanka is another challenge that needs urgent addressing.

Environmental issues - keeping aside the global trends, the Sri Lankan trends are disastrous. The use of all types of non-biodegradable polythene and toxic agro and other chemicals are creating spurts in various types of cancers, kidney and other diseases. The country is also battered by regular rounds of droughts and floods with their destructive impacts disproportionately on the poor. Waste generation and its

disposal are impacting negatively on humans and also on other living species also in the ocean.

Maintaining sound relations with international development agencies is a challenge to RAHAMA which has limited capacity in house to launch fund raising activities. RAHAMA will strengthen itself organisationally for effectively handling all these issues in order to become a more efficient and effective development agency.

RAHAMA emphasises that in implementing all its programmes, it will always partner with relevant government agencies that are mandated and resourced as duty bearers to service citizens. Thus, RAHAMA will utilise the capacities and resources of government agencies in its work with the people.

People in practice, generally tend to solve today's problems with yesterday's solutions. RAHAMA needs to think out of the box in these challenging times and be innovative.

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Core Values

- **We ensure Equal Opportunities to all, including persons with disabilities**
- **Zero tolerance to corruption**
- **Respect for men, women and children**
- **Care for the environment**
- **Treat all ethnic, religious, language, cultural groups equally without any discrimination and promote peaceful coexistence**
- **Cooperate and collaborate with other CSOs, corporates and government for the welfare of the people**
- **Have harmonious relationships (vertically and horizontally) among RAHAMA staff, partners and communities**
- **RAHAMA does not condone the use of Alcohol, drugs, and tobacco.**

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FIVE STRATEGIC GOALS / DIRECTIONS OF RAHAMA

The Strategic Plan comprises of five change goals/directions deemed to be worthy of RAHAMA's future determined action in partnership with its Boundary Partners for addressing multi-dimensional poverty, inequality, discrimination, and exclusion of its constituencies. Basically, the implementation of the strategic plan will over the coming four years, contribute to building a strong base for economic and social recovery of the affected communities in the four selected districts.

1. Affected households increase their incomes from regenerative agriculture, fishing and appropriate enterprises that add value utilising appropriate technologies and with upgraded knowledge and skills of the workforce.
2. Girls, boys, women and men including persons with disabilities in select communities secure their rights, particularly the right to food security; nutrition; education; freedom from sexual and gender based violence; child abuse and trafficking, and live in peaceful coexistence with all.
3. Selected communities acquire good physical and mental health and are able to focus better on family life, employment and education in a society free from alcohol and drugs.
4. The environment is cared for through production of organic fertilizer and agro-chemicals by community level entrepreneurs and through the commitment of children and adults for minimising the use of materials that are degrade the environment, and their safe disposal.
5. RAHAMA as an institution is upgraded to deliver accountable governance; productive human resource management; efficient, effective operations including lessons learning, communication and networking.

GOAL 1

Affected households increase their incomes from regenerative agriculture, fishing and appropriate enterprises that add value utilising appropriate technologies and with upgraded knowledge and skills of the workforce.

Economic recovery is paramount for our communities at this juncture and mere production of commodities alone will not generate sufficient incomes for people to get out of the multidimensional poverty in which they are trapped currently. Hence value addition and effective marketing are essential.

Working with boundary partners and allies, RAHAMA will focus on increasing production and value addition in sustainable ways. Manageable technology will be made accessible along with upgraded knowledge and skills including business planning, management and marketing. Ongoing value addition ventures will be supported for expansion.

Production of organic fertilizer and other agro-inputs by our communities will be promoted as suitable enterprises as the demand is high and their use beneficial both to the economy and the environment and for regenerative agriculture adoption.

Access to and control over land, natural resources and other assets will be advocated for increased regenerative agriculture and other production.

RAHAMA shall promote women's leadership and participation in livelihoods/enterprise related decision-making. In order to especially favour women, we will promote small and medium enterprises (SMEs). This is a challenging but useful avenue to sustain the empowerment and development of impoverished households in our districts.

The models of production we promote will be economically viable, environmentally sustainable and gender equitable.

Sustainable Development Goals relevant to this Strategic Goal:

Goal 1 -End poverty in all its forms everywhere

Goal 2 -End hunger, achieve food security and improved nutrition and promote sustainable agriculture

STRATEGIC GOAL 2

Girls, boys, women and men including persons with disabilities in select communities secure their rights, particularly the right to food security; nutrition;

education; freedom from sexual and gender-based violence; child abuse and trafficking, and live in peaceful coexistence with all.

In the current predicament of Sri Lanka, some rights including nutrition and education which earlier did not face any serious threats, have become precarious to secure and hence RAHAMA is compelled to address them.

In most if not all our programme communities, children in particular are facing malnutrition due to unaffordability of food. Older school children unwittingly discontinue education (though it is valued highly) as they are required to work for the survival of the family. These communities will be supported by RAHAMA to secure their rights and entitlements while demanding positive pro-poor change from government.

Right to education is indispensable for children who will be specially focused on for nurturing them through schools to emerge as balanced persons. Currently a mere 2% of the GDP is allocated to education – one of the lowest in Asia. Child rights means the rights of children to set their own goals and targets and to ensure that strategies and plans for their achievement are faithfully implemented. This level of participation in their own development will eventually contribute to their own empowerment.

We will particularly focus on supporting women and youth because deep-rooted inequalities of societal power are often gender and generation based. RAHAMA will engage in the new government welfare benefit scheme called “Asswesume” and ensure that our communities are not discriminated.

All women, men, youth, children including Persons with Disabilities and CSOs will be afforded sound understanding of local government bodies and central government service providers, and also transfer negotiating skills to them for securing their rights and entitlements without any discrimination.

RAHAMA will work against all forms for discrimination and Sexual and Gender Based violence against women including freedom from trafficking that is on the rise currently, and will collaborate on our education and advocacy work with our partners, CSOs and relevant government agencies while developing appropriate policies and practices, and strengthening their enforcement. The ultimate aim is to transform households into Happy Families.

Sustainable Development Goals relevant to this Strategic Goal:

Goal 2 -End hunger, achieve food security and improved nutrition and promote sustainable Agriculture

Goal 5 -Achieve gender equality and empower all women and girls

Goal 4 -Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 16-Promote peaceful and inclusive societies for sustainable development, provide access

to justice for all and build effective, accountable and inclusive institutions at all levels

STRATEGIC GOAL 3

Selected communities preserve and recover good physical and mental health and are better able to focus on family life, employment and education in a society free from alcohol and drugs.

The prevailing economic catastrophe is having serious impacts on peoples physical and also mental health. The low income groups were served fairly satisfactorily until last year through government hospitals and peripheral institutions at the local level. With the country's bankruptcy, the health system has deteriorated seriously with the lack of essential medicines and specialist physicians and other staff resulting in the deprived groups having to suffer unnecessarily and face untimely deaths, particularly those with chronic diseases like cancer, heart and kidney diseases. While advocating for better services, RAHAMA will also promote alternative health care e.g. ayurveda, Unani...

The economic ills and impacts on mere daily living normal lives and surviving are taking a heavy toll on people's mental health too. Men, women and children suffer from depression and other mental health diseases and these affect coping abilities and family life. Suicides, crimes, addictions etc. are on the rise. The affected need to be supported to manage their conditions so that they can play their roles to a satisfactory level without total collapse. RAHAMA will launch an intensive programme for promoting mental health cooperating with the government health system, commencing from awareness to medical care and rehabilitation.

Addiction to alcohol, drugs and tobacco (ADAT) is a major curse on our communities with even school children targeted by traffickers. It has corrosive, snowballing effects on all addicted; their families and also the community/society at large. RAHAMA will campaign with the communities for healthy recreation and entertainment without any recourse whatsoever to ADAT through continued education and awareness efforts. With government, our partners, allies and other stakeholders we shall advocate for effective control of ADAT.

Sustainable Development Goals relevant to this Strategic Goal:

Goal 3 -Ensure healthy lives and promote well-being for all at all ages

Goal 10-Reduce inequality within and among countries

STRATEGIC GOAL 4

The environment is cared for through practicing regenerative agriculture, the production of organic fertilizer and agro-chemicals by community level entrepreneurs and their use, and through the commitment of children and adults to minimising the use of materials that are degrading the environment, and disposing them safely.

“Human-caused climate change is a consequence of more than a century of net Green House Gas emissions from energy use, land-use and land use change, lifestyle and patterns of consumption, and production.....Climate change has reduced food security and affected water security due to warming, changing precipitation patterns, reduction and loss of cryospheric elements, and greater frequency and intensity of climatic extremes, thereby hindering efforts to meet Sustainable Development Goals” - (Climate Change Synthesis Report, 2023, Section 2).

As the above report emphatically affirms, the natural environment, on which the survival of all life depends, has undergone drastic changes over the past century due to manmade and the natural course of events. Humans have taken the environment for granted and the repercussions are becoming visible. Even water and air, the basics of life, are threatened as never before. Rain forests – the lungs of the planet - are being denuded at an alarming rate; air pollution is on the rise with spreading industrialization and the earth is poisoned with toxic waste materials. Humans are called upon to regard seriously their role of stewardship of the planet and recreate it so that all life can be sustained. The National Policy Framework, Vistas of Prosperity and Splendour, 2019, also deals with conserving the environment.

Based on the above premise, RAHAMA will educate adults and children in particular on caring more for the environment. Communities will be motivated to adopt the 4R’s- reduce, reuse, recycle and repurpose. The danger of using polythene and such non-biodegradable materials and other toxic and contaminating substances will be communicated to our people and viable alternatives explored together.

RAHAMA shall in the promotion of all production work incorporate caring for the environment. In agriculture, regenerative agriculture will be introduced and supported. In all other enterprises entailing value addition, the adoption of the 4R’s will be consistently promoted and supported through the use of new technology. Local resources and raw materials will be given priority always.

RAHAMA will focus on mitigating the impacts of climate change on vulnerable

Livelihoods and on adaptation. If mitigations and adaptations are not implemented, it will affect the economic recovery of our communities. We will establish emergency response capability at the local level together with relevant government agencies and CSOs.

Caring for the environment to be effective will be done with other CSOs, CBOs and government agencies. We all have a responsibility for the environment.

Sustainable Development Goals relevant to this Strategic Goal:

Goal 7 -Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8 -Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 13-Take urgent action to combat climate change and its impacts

STRATEGIC GOAL 5

RAHAMA as an institution is strengthened to deliver accountable governance; productive human resource management; efficient, effective and accountable operations including monitoring, lessons learning, communication and networking.

RAHAMA aims to become an effective agency for social change, equity, anti-corruption accountability and justice in all its operations.

Endeavours will be undertaken to make the Governance of RAHAMA reflect democratic practices, anti-corruption and transparency coupled with expertise for directing the institute. Alignment with the constitution of RAHAMA will be ensured by the Board of Directors who will have expertise and experience in relevant areas. The board will reflect ethnic, religious and the cultural diversity of Sri Lanka.

As an organisation, RAHAMA will be focused on becoming efficient and effective in its work with our select communities, boundary partners, allies and donors, and towards this end the following will be undertaken.

Efficient administration will be supported with updating our policies and procedures so that they reflect global and national standards and practices. Our partners too will be supported to adopt such standards particularly in transparency, anti-corruption, child protection, respect for gender and grievance redress. Finance and Human Resource Management too will be updated.

Personnel will be attracted and retained for delivery of the Strategic Plan and supported for acquiring needed skills particularly in capacity assessment, capacity building, coordination and team work. Staff capacities for the work planned for the

coming four years will be reinforced particularly for timely and expected levels of project management, monitoring, evaluating and reporting. Special attention will be paid to empowering our boundary partners and their graduation process for self-sustainability.

We will create a solid evidence base for our advocacy work - making a case for change. This will entail strong and practical systems for monitoring and evaluating our work and learning lessons. Evidence based on research will be the core for monitoring and evaluating.

We will strengthen our capacity to engage in raising funds from multiple donors for implementing our strategic plan and respond to new challenges on the way.

Supporting deprived communities cannot be undertaken by just one CSO. Hence, we will strengthen our collaboration and networking with other CSOs, government agencies and other stakeholders and the general public, and make extensive use of our web site and social media to effectively link up with them for sharing information, lessons learnt and feasible resource sharing and for advocacy work, particularly on ADAT and national harmony.

Sustainable Development Goals relevant to this Strategic Goal:

Goal 16-Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

OUR WAYS OF WORKING

- ✦ Contribute directly to positive change in people's lives through long term development and humanitarian work in the selected districts.
 - ✦ Strengthen the capacity of individuals, communities, CSOs, government agencies, networks and social movements to bring about and sustain positive change.
 - ✦ Change the ideas and beliefs that underpin poverty and injustice and mobilise a broad-based constituency for change.
 - ✦ Empower the people to secure their rights and entitlements as citizens.
 - ✦ Change the policies and practices of governments, corporations and CSOs through a combination of engagement, advocacy and people -based campaigning.
 - ✦ Hold government and other stakeholders to account for delivering on these commitments to change policies and practices.
 - ✦ Collaborate with partners, allies, government agencies, CSOs and the corporates for sustainable and positive change for the people.
 - ✦ Capture the lessons from our work at the local level and use these to change our own practices and influence the practice of others, and develop proposals for policy and practice change at other levels.
 - ✦ Monitor the impact of policy and practice change, and work for further change where necessary.
 - ✦ Strengthen the capacity of civil society organizations to self-organize around the priorities of poor and marginalized people.
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STRATEGIC GOALS RELATED PROJECT OUTLINES



STRATEGIC GOAL 1

Affected households increase their incomes from regenerative and intensive agricultural and appropriate enterprises adding value, utilising appropriate technologies and with upgraded knowledge and skills of the workforce

Outcome 1

Selected households increase their incomes significantly through adopting intensive and regenerative agriculture practices.

Outputs

- 1.1 Selected households (hh) are actively engaged in regenerative agriculture.
- 1.2 Regenerative practices – soil preparation and irrigation/watering are carried out scientifically.
- 1.3 XX number of hh acquire knowledge and skills in regenerative and intensive agriculture and are willing to practice them.

Activities

- 1.1.1 Train selected hh in regenerative and intensive agriculture.
- 1.2.1 Introduce feasible crops and cultivation methods utilising regenerative and intensive agriculture.
- 1.2.2 Provide part financial support to selected hh for drip irrigation systems.
- 1.2.3 Provide quality seed and fertilizer for two planting seasons.
- 1.3.1 Link hh to Agriculture Department for extension services.

Outcome 2

Selected enterprises earn notable incomes from the practice of value addition and adopting effective marketing avenues.

Outputs

- 2.1 Value added products are generated through sustainable technology prioritising local inputs.
- 2.2 Knowledge and Skills for understanding and adopting demand based effective marketing practices are acquired by the enterprises and make plans for implementation.
- 2.3 Selected enterprises are well managed.

Activities

- 2.1.1 Train selected persons/groups in enterprise development, in value addition and marketing.
- 2.1.2 Link enterprises to specialised agencies/institutions for accessing production knowhow and technology.
- 2.1.3 Provide support to selected enterprises for value addition and marketing their products.
- 2.2.1 Train selected enterprises and their staff in effective marketing.
- 2.3.1 Train selected enterprises in sound administration and management.

STRATEGIC GOAL 2

Girls, boys, women and men including persons with disabilities in select communities secure their rights, particularly the right to food security; nutrition; education; freedom from sexual and gender-based violence; child abuse and trafficking, and live in peaceful coexistence with all

Outcome 1

Selected communities secure food security and eliminate hunger and malnutrition for their respective households.

Outputs

- 1.1 Selected households (HH) understand about nutrition and how to overcome malnutrition especially of children and pregnant and lactating mothers and motivated to act.
- 1.2 Selected households (hh) are engaged in home gardens for home consumption and for the market.
- 1.3 Selected hh are engaged in backyard-poultry etc. for home consumption and nutrition.
- 1.4 XX number of hh linked to Agriculture Extension services acquire information and technology.

Activities

- 1.1.1 Create awareness on nutrition and how to overcome hunger and malnutrition among different groups of persons using also social media.
- 1.2.1 Support selected hh with seed material, implements for home gardens.
- 1.3.1 Give selected hh xx number of chicks and cage material for backyard-poultry.
- 1.4.1 Link selected hh with Agriculture Department for extension services.

Outcome 2

Selected children attend school regularly and complete their senior school education with support from their families and enjoy the right to higher education and the right to be safe from abuse and violence.

Outputs

- 2.1 Selected school aged children and their HH are motivated to continue schooling and assisted to enrol their drop-out children back in school.
- 2.2 RAHAMA supported Child Clubs and School Cooperatives function effectively for ensuring positive development of children free from abuse and violence and with nurturing homes.

Activities

- 2.1.1 Create awareness on the necessity of education for children among parents.
- 2.1.2 Support selected hh to negotiate with school authorities for enrolling children.
- 2.1.3 Selected enrolled children are supported with required books and stationery to resume schooling.
- 2.2.1 Form or revive already formed Child Clubs and School Cooperatives and ensure they are effectively managed.
- 2.2.2 Create awareness for parents and guardians on child development and how to nurture them to become well-adjusted adults.

Outcome 3

Women in selected communities are respected; their gender roles are appreciated, and they are free from gender-based violence and trafficking.

Outputs

- 3.1 Men, women and children of selected communities have a good understanding of gender and are motivated to specially treat women with respect and never resort to gender-based violence.

3.2 Monitoring and reporting Committees of men and women formed and functioning as expected in selected communities.

3.3 Men, women and children of selected communities have a sound understanding of the evil nature of trafficking and how it needs to be handled and are motivated to be vigilant to prevent it.

Activities

3.1.1 Create convincing awareness on gender; respect especially of women and never subjecting them to gender-based violence.

3.2.1 Form committees of women and men in each community to monitor the status of women and report regularly to the relevant officer at the Divisional Secretariat Office on the status.

3.3.1 Create awareness in selected communities on human trafficking and its dangerous consequences and how to respond to it.

Outcome 4

In selected communities, necessary conditions for establishing national peaceful co-existence are put in place.

Outputs

4.1 In selected communities all groups acquire a sound understanding of peaceful co-existence and are motivated to act accordingly.

4.2 Selected communities are linked to other CSOs and Actors active in the sector.

Activities

4.1.1 Create awareness on peaceful co-existence among all diverse groups.

4.1.2 Expose selected groups to successful projects on peaceful co-existence.

4.2.1 Network with other CSOs and actors in the sector and link RAHAMA communities for wider impact at district/provincial levels.

STRATEGIC GOAL 3

Selected communities preserve and recover satisfactory physical and mental health and are better able to focus on family life, employment and education in a society free from alcohol and drugs.

Outcome 1

Selected communities secure satisfactory physical and sound mental health. Those with mental health issues are supported intensively.

Outputs

- 1.1 Selected communities understand both physical and mental health and know how to take care of both, and about respective service providers.
- 1.2 Health clinics are conducted and those in need of care are identified for referral to service providers.
- 1.3 Those with mental health issues receive special attention for recovery/management.
- 1.4 Selected communities are linked to respective service providers for easy access for continued care and rehabilitation.

Activities

- 1.1.1 Create awareness on physical and mental health and about various service providers and create linkages with them.
- 1.2.1 Organise and conduct health clinics to identify those in need of special care for physical and mental health.
- 1.3.1 Conduct special follow up and support for those in need of mental health care for recovery.
- 1.4.1 Link those with mental health issues with service providers for care and rehabilitation.

Outcome 2

In Selected communities, the problem of alcohol, drugs and tobacco (ADAT) is mitigated.

Outputs

- 2.1 Selected communities are educated and capacitated and willing to combat the danger of ADAT resort to entertainment / recreation without ADAT.
- 2.2 Policy advocacy is carried out with like- minded CSOs and other actors to stem ADAT.
- 2.3 General public is educated to shun ADAT through campaigns using street drama, videos, films and social media.

Activities

- 2.1.1 Educate selected communities and wider society on ADAT and capacitate them for healthy recreation, shunning ADAT.
- 2.2.1 Carry out advocacy campaigns also with other actors for policy change.
- 2.3.1 Carry out street dramas, videos, films and social media work for public education and attitudinal change.

STRATEGIC GOAL 4

The environment is cared for through practicing regenerative agriculture, the production of organic fertilizer and agro-chemicals by community level entrepreneurs and their use, and through the commitment of children and adults to minimising the use of materials that degrade the environment, and disposing them safely

Outcome 1

The environment is better taken care of through the adoption of regenerative agriculture and use of organic agro-inputs.

Outputs

- 1.1 Of the selected communities, the majority practice regenerative agriculture.
- 1.2 Good quality organic fertilizer is produced and available to selected communities.
- 1.3 Organic agro-inputs are produced and only these inputs are used in their fields by the majority of hh.

Activities

- 1.1.1 Transfer knowledge and skills on regenerative agriculture to the select communities and offer them incentives.
- 1.2.1 Train and support local entrepreneurs to produce high quality organic fertilisers and other agro-inputs.
- 1.3.1 Create awareness among selected communities on the use of organic agro-inputs and benefits to the environment and to living beings.

Outcome 2

Use of Materials degrading the environment is significantly reduced and all such material is disposed of safely in selected communities.

Outputs

- 1.1 Children and adults of selected communities are aware of the materials that are damaging to the environment and are willing to reduce, re-use, recycle and repurpose them.
- 1.2 Children and adults of selected communities are organised to dispose safely all materials inimical to the environment.

Activities

- 1.1.1 Create awareness among children and adults of materials that are degrading the environment and train on reducing, re-using, recycling and repurposing them.

1.2.1 Organise children and adults in selected communities for safely disposing of all material damaging the environment.

STRATEGIC GOAL 5

RAHAMA as an institution is strengthened to deliver accountable governance; productive human resource management; efficient, effective and accountable operations including monitoring, lessons learning, communication and networking

Outcome 1

RAHAMA is governed in an accountable and transparent manner by its Board of Directors.

Outputs

- 1.1 An inclusive Board is constituted with persons of integrity and with relevant experience and expertise.
- 1.2 Board meetings are held regularly and required documentation is made available.

Activities

- 1.1.1 Appoint relevant Board members from diverse sectors, gender and ethnicities.
- 1.1.2 Support the Board with required documents for accountability and good governance.

Outcome 2

Human resource management is efficiently carried out at RAHAMA.

Outputs

- 2.1 A competent and experienced pool of staff is engaged for RAHAMA operations.

Activities

- 2.1.1 Improve training and evaluation to build relevant capacities of staff.
- 2.1.2 Update the human resource policy including a recruitment process and remuneration policy, code of conduct, grievance redress mechanism etc.
- 2.1.3 Develop a guideline on the structure, job descriptions, governance, and management for staff.

2.1.4 Conduct year end evaluations/appraisals for staff members

Outcome 3

Programmes are managed efficiently and effectively.

Output

3.1 Programme staff have a sound theoretical and conceptual understanding of RAHAMA's principal projects, and approaches adopted.

3.2 Streamlined programmatic policies and procedures are available.

3.3 Boundary partners are systematically graduated through a well calibrated process of capacity building.

Activities

3.1.1 Attend relevant trainings and program related seminars and discussions.

3.2.1 Develop MEL guidelines for RAHAMA and Partners and train.

3.2.2 Develop communication and media strategies.

3.2.3 Streamline the finance and administrative policies and procedures.

3.2.4 Strengthen child protection, sexual harassment and safeguarding.

3.2.5 Streamline advocacy strategies.

3.3.1 Streamline the graduation programme with indicators for boundary partners and implement.

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References to Documents Used in the Strategic Plan 2024-2028

1. World Bank's twice-a-year update on Sri Lanka (4 May 2023),
2. The new survey, commissioned by the United Nations Development Programme (UNDP) and Oxford's Poverty and Human Development Initiative (OPHI) in July 2023
3. UN Sustainable Development Goals 1-17
4. New government welfare benefit scheme called "Asswesume"-
5. Child Rights Convention
6. The National Policy Framework, Vistas of Prosperity and Splendour, 2019
7. Climate Change Synthesis Report, 2023
8. Rahama Strategic Plan 2019 -2023

ANNEX 2RAHAMA'S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES
(SWOC)

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Registration (government recognition). • RAHAMA has a good reputation among government agencies for its work. • Sector wise experienced, multicultural, gender balanced Board of Directors and strong leadership. • Holding regular Board of Directors' Meetings (Participatory governance). • The Partnership of 10 capacitated Boundary Partners for collaboration with RAHAMA in implementing its programmes. • Availability of experienced and committed staff. • Goodwill and support of government agencies in RAHAMA operations. • Adequate Infrastructure and Assets. • The Support of several donors and their goodwill e.g. SAFE project. 	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Many calls for projects appear currently. • Donors focus on relief and recovery for entire country. • Availability of IT and AI technology for proposal writing and documentation needs to be explored. • Existing and Emerging civil society coalitions for mobilizing citizens for ensuring their rights. • Producer groups have emerged from RAHAMA work and need consolidation. • Potential for inter-ethnic work in the districts. • Feasible collaboration for social enterprises in support of communities in marketing their produce.
<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Planning, Monitoring and Evaluation of projects is deficient. So is reporting and documentation. • Lack of subject specialists. • Poor team work and commitment of staff. • Procurement process is weak and delays operations. • Some project interventions are poorly aligned to policies. • No regular update of RAHAMA website / FB • Many calls for projects appear currently but there are few to develop proposals. 	<p><u>Challenges</u></p> <ul style="list-style-type: none"> • Delays in accountability. • High turnover of trained staff. • To transit from the conventional Development model to a business model. • Most Boundary Partners and communities are still delivery/materials oriented. • Allocation of funds for paying taxes is a challenge. • Limited capacity to influence Govt./Policies. • Brain drain of skilled persons.

EXTERNAL ENVIRONMENT SCAN

SRI LANKAN FUTURE POLITICAL SCENARIOS RELEVANT TO RAHAMA

- Corruption, bribery and abuse of power if not addressed will derail planned economic recovery.
- Citizens' rights and justice is now compromised often and unless reformed will push people to confrontations with government in the future.
- Independent Commissions are politicised and hence not fulfilling their stated objectives and the resultant politicisation will lead to citizens' dissatisfaction.
- The Right to Information Act is people friendly and a valuable benefit to all.
- There is no national consensus on developing national harmony without which whatever development is achieved, will last only for a short while.
- Politicians are likely to exploit religion/nationalism as done earlier, to galvanise people against other groups for the sake of capturing power.
- Family dynasties in politics are at least no longer in power, for now and is positive.
- The Aragalaya of 2022 is an encouraging example of people's power that is capable of uniting all citizens of all ethnicities, of all religions and languages to fight for a common cause.

SRI LANKAN FUTURE SOCIO-ECONOMIC SCENARIOS RELEVANT TO RAHAMA

- ◇ Poverty levels have increased from 13.1% to 25% currently owing to the economic catastrophe; malnutrition is at 35% and it is affirmed that these poverty levels are likely to remain high in the future years.
- ◇ School dropouts at the senior school level is increasing as they are required to work for family survival. Will have severe negative impacts.
- ◇ Teenage marriages too are on the rise and will lead to social disasters.
- ◇ Criminal activities are on the rise and affect the safety and security of all communities.
- ◇ Drug and alcohol use is steeply increasing destroying young lives and sowing distress to members of families and communities. This scourge is likely to continue as it generates big money and has political links.
- ◇ The brain drain of doctors, engineers, accountants, academics and skilled workers in large numbers is weakening the Sri Lankan workforce required for development.
- ◇ Illegal migration and human trafficking are on the rise putting a lot of lives in danger and it affects mostly the low-income categories.
- ◇ With the IFM bailout, debt restructuring is in process and both a haircut and rescheduling of loan payments are on the cards. Whatever conditions agreed to by the government are likely to put pressure on the people and disproportionately on the low-income groups.
- ◇ Economic recovery is dependent on growing foreign remittances and the currently promising tourism industry. However, both are sensitive to external and internal shocks and hence too much hopes on them for economic wellbeing are not realistic.
- ◇ Sri Lanka is an import oriented and a welfare-oriented country; women lead the critical sectors of the economy; informal sector was round 70% but currently it is much

weakened. Mostly SME led - now trying to recover from both the pandemic and the economic disaster. These sectors will likely remain vital for Sri Lanka's economy and need support.

- ◇ A number of apparel factories are relocating outside the country for higher returns and the marginalised women and men are losing employment and the country foreign currency.
- ◇ Agricultural sector especially paddy is very sensitive to rainfall and rainfall patterns have shifted and hence undependable. Therefore, food insecurity is likely to continue.
- ◇ Foreign direct investments so vital for reviving the economy are most unlikely to flow in unless bribery, corruption and mismanagement are stemmed and this is not likely to happen in the near future due to political horse trading and power mongering, and the parasitic/predatory nature of most ruling politicians.

SRI LANKAN FUTURE ENVIRONMENT & TECHNOLOGY & LEGAL SCENARIOS RELEVANT FOR RAHAMA

- Extreme weather conditions are already experienced by the country and their impacts on human activities and animals are and will continue to be severe.
- Measures taken by the government to regulate the use of plastics, particularly one - use plastics, recycling and reuse are found to be not properly implemented, thus continuing the adverse impacts on the environment. This is an opportunity for RAHAMA communities.
- Toxic materials and pollutants are not effectively regulated and their use continue to contaminate the environment, the air and water sources resulting in serious diseases like cancer which is on the rise in the country. RAHAMA needs to make their communities aware of such contaminants.
- The use of organic fertilizer is increasing but standards are poor. This is an opportunity for the communities supported by RAHAMA to pitch in.

Technology

- Technology affects all aspects of our life - health, education, communications, transport, agriculture, manufacturing, clothing and fishery etc. as it can enhance production and quality.
- Mobile phones and communications have made a big impact on life in Sri Lanka with both positive and negative impacts. A serious negative impact is that on children as it disrupts their ability to focus on learning and socialising. This is an opportunity for action.
- The impact of artificial intelligence (AI) will be immense in the next few years. Chat GPT is already disrupting examination systems etc. The need to be aware and use these most appropriately is the key to success.

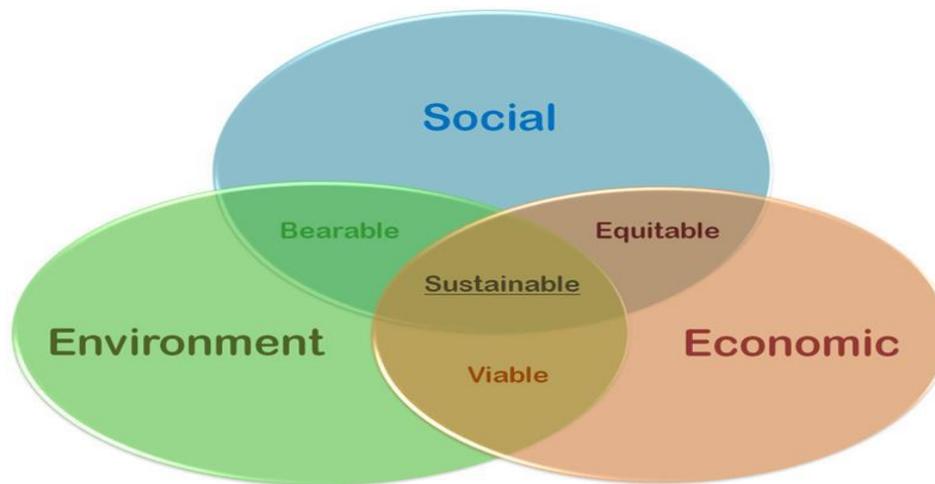
Legal

- The Voluntary Social Services Organisations' Act is at present held back but can be brought back to intimidate civil society organisations (CSOs) in the country. Hence the need for CSOs to network and form coalitions for coping with such intimidation.

- Most of Sri Lanka's statutes go back to the colonial past and few of them have been updated. When updating the Penal Code with e.g. Prevention of Terrorism Act (PTA) the Legislature tends to become anti-citizen with grave repercussions. So are laws in the making for regulating social media. Hence the need to be vigilant and make people aware of future revisions of laws.
- The Right to Information Act is enforced in a worthy, citizen friendly manner and needs to be utilised more by RAHAMA's communities, particularly for ensuring good governance, participation and securing their rights and entitlements.

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UNITED NATIONS SUSTAINABLE DEVELOPMENT



- **People:** end poverty and hunger. Promote education.
- **Planet:** protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change.
- **Prosperity:** to ensure that all human beings can enjoy prosperous lives and that economic, social and technological progress is in harmony with nature.

SUSTAINABLE DEVELOPMENT GOALS - SRI LANKA WITH TARGETS AND INDICATORS

The Sustainable Development Goals (SDGs) includes a set of seventeen aspirational “Global Goals” with 169 targets and 244 indicators between them.

It is officially known as “*Transforming our world: the 2030 Agenda for Sustainable Development*”. It was adopted by the 194 Member States of the United Nations (UN) General Assembly.

Please refer to the Status of Sustainable Development Goals and Indicators in Sri Lanka -2017, Publication of Department of Census and Statistics, 2017

LIST OF 17 SDGS

Goal 1 -End poverty in all its forms everywhere

Goal 2 -End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3 -Ensure healthy lives and promote well-being for all at all ages

Goal 4 -Ensure inclusive and equitable quality education and promote lifelong learning

opportunities for all

Goal 5 -Achieve gender equality and empower all women and girls

Goal 6 -Ensure availability and sustainable management of water and sanitation for all

Goal 7 -Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8 -Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9 -Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10-Reduce inequality within and among countries

Goal 11-Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12-Ensure sustainable consumption and production patterns

Goal 13-Take urgent action to combat climate change and its impacts

Goal 14-Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15-Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16-Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17- Strengthen the means of implementation and revitalize the global partnership for sustainable development.