



**Caritas Sri Lanka – SEDEC**



*Ending poverty, promoting justice and restoring dignity*

# Strategic Plan 2018 - 2021

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## EXECUTIVE SUMMARY

*The Caritas Sri Lanka Strategic Plan 2018 – 2021 sets clear and ambitious priorities to guide our shared effort towards ‘dignity of life’ for all people. It recommits us to our Catholic identity and holistic view of transformation, to serve along-side the poor, marginalized and the vulnerable to promote sustainable integral human development and social change, and to seek justice, peace & reconciliation as a demonstration of God’s unconditional love for all people. It is based on our shared understanding of the causes of poverty, deprivation, vulnerability and inequality prevalent to Sri Lanka and Caritas Sri Lanka’s unique capability to take action in this context.*

*We are guided by and aligned to the strategic guidance of the Caritas Internationalis (CI), Caritas Asia (CA) and the Catholic National Commission for Justice, Peace & Human Development of the Catholic Bishop’s Conference in Sri Lanka (CBCSL).*

*We will use the shared effort and shared resources of Caritas Sri Lanka to:*

- Focus our work with the most vulnerable, marginalized and the poorest people,*
- Make a distinctive and effective contributions to CI’s global and regional strategic objectives,*
- Consolidate and intensify our work in integral human development, the increasingly pressing issues of labour migration, economic development, disaster preparedness & mitigation, justice, peace & reconciliation,*
- Diversify and increase our resources by expanding our engagement into new markets.*

*The individual Diocesan Centres will have flexibility to prioritise actions within this Strategy based on available resources and the needs and aspirations of communities in each area where we work.*

*Since our operating environment is dynamic, this strategy is a living document and will be subject to regular review in response to changing global and domestic influences and emerging Caritas strategy.*

# **1. WHY – OUR CALL TO SERVE, ASPIRATIONS AND OVERARCHING GOAL**

## **a. OUR VISION**

“Realization of a just Sri Lankan society based on Gospel Values of love, forgiveness, peace, unity, equality, lived, promoted and protected irrespective of race, caste and religion”

## **b. OUR MISSION**

“Empowering people through animation and being in solidarity in their efforts for integral human development”

## **c. OUR OVER-ARCHING GOAL**

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

## 2. WHY – OUR FOCUS, GUIDING PRINCIPLES, GLOBAL & REGIONAL STRATEGIC PRIORITIES

### a. OUR INTEGRATED FOCUS

At the heart of everything we are called to do are three foundational elements of being Catholic, Family focused and Community based in our programmes of disaster relief, development and advocacy.

- First, we are Catholic. Motivated by our faith in Jesus Christ, Caritas serves the poorest of the poor, vulnerable and the marginalized regardless of race, religion, caste or gender.
- Secondly, Family focus prioritizes children, youth, adults, and the elderly and empowers them together with their communities to improve their well-being.
- Finally, our work is community-based, which means that Caritas' primary role in individuals, families and communities is to encourage them through "animation" and walk in "solidarity" in their efforts alongside others - communities, organisations, agencies and the Church, with development of the 'whole person' as our primary focus.

### b. OUR GUIDING PRINCIPLES

The guiding principles that inspire our work are based on the Social Teachings of the Church:

1. **Dignity of the Human Person:** We believe in the intrinsic dignity and equality of every human person and the sacredness of human life, from conception to natural death. We categorically reject the exclusion of the poor, disabled and elderly people, or any other vulnerable members of our human family.
2. **Mercy and Compassion:** We are compelled to take action to alleviate misery and pain. Mercy is a Gospel value that is central to the message of Jesus, leading those who work for Caritas to be loving and compassionate.

3. **Formation of the Heart:** We believe that “those who work for the Church’s charitable organizations must be distinguished by the fact that.....they dedicate themselves to others with heartfelt concern, enabling them to experience the richness of their humanity. Consequently, in addition to their necessary professional training, these charity workers need a ‘formation of the heart’”.
4. **Equal Opportunities and Responsibilities:** We are committed to promoting equal rights and responsibilities of men and women.
5. **Preferential Option for the Poor:** We combat dehumanizing poverty that deprives people of their dignity and promote the rights of poor and vulnerable people. We Caritas accompany them in building a better world for all.
6. **Universal Destination of Goods of the Earth:** We work to transform economic, social, political, and cultural structures that are opposed to a just society. We work to change this world into one where all can share in the gifts of creation and enjoy basic rights.
7. **Solidarity:** We are committed to solidarity among all peoples, seeing the world through their eyes of the poor, and recognizing the interdependence of the human family. We will always strive to work for the common good.
8. **Subsidiarity & Cooperation:** We seek to work together across the Caritas Confederation when a united approach can increase effectiveness and advance our common vision. We recognize the local autonomy of each organization.
9. **Stewardship:** We believe the earth and its resources are entrusted to all human kind. As true stewards of creation, Caritas members seek to act and inspire others to act in an environmentally sustainable way, so that nature will be preserved for future generations.

#### **c. OUR GLOBAL & REGIONAL STRATEGIC PRIORITIES**

Our strategy is also informed by and aligned to the Caritas Internationalis (CI) Strategic Objectives and Caritas Asia Strategic Priorities.

### **CI Strategic Objectives (2015 – 2019):**

- i. Caritas at the heart of the Church: Uphold the Catholic identity of Caritas as an essential service of the Church to the poor.
- ii. Save Lives, rebuild communities: Reduce the impact of humanitarian crises through disaster preparedness and response.
- iii. Promote sustainable integral human development: Eradicate poverty by empowering people and changing unjust systems.
- iv. Build global solidarity: Address the causes of extreme poverty through education and campaigning and raise the profile of Caritas
- v. Make the Caritas confederation more effective: Build a stronger confederation and mobilise more resources.

### **Caritas Asia Strategic Priorities (2017 – 2020):**

- i. Emergency Response and Disaster Risk Reduction (DRR)
- ii. Safe Migration and Anti-Human Trafficking
- iii. Environmental Justice and Climate Change Adaptation
- iv. Institutional Development and Capacity Strengthening
- v. Spiritual Enhancement and Inter Faith Dialogue
- vi. Advocacy and Communication

## **3. WHERE & WHO – TARGET GEOGRAPHICAL AREAS & TARGET SEGMENTS**

### **a. SRI LANKA – OUR CONTEXT**

Sri Lanka is a lower middle-income country with a total population of 21 million people and a per capita income of USD 3,924 in 2015. Following a 25-year-long civil war that ended in 2009, Sri Lanka's economy grew at an average of 6.4 percent between 2010-2015, reflecting a peace dividend and a determined policy thrust towards reconstruction and growth. Sri Lanka's economy has transitioned from a predominantly rural, agricultural economy towards a more urbanized economy driven by services. In 2015, the service sector accounted for 62.4 percent of Gross Domestic Product (GDP), followed by manufacturing (28.9 percent), and agriculture (8.7 percent). The country ranked 73rd in Human Development Index in 2015 and has comfortably surpassed most of the MDG targets set for 2015.

Strong economic growth in the last decade has led to improved shared prosperity and an important decline in poverty. Extreme poverty remains low, as the \$1.90 (PPP 2011) poverty rate fell half a percentage point, from 2.4 to 1.9 percent between 2009/10 and 2012/13. The real per capita consumption of the bottom 40 percent increased 2.2 percent annually between 2006/07 and 2012/13, and improved living standards are reflected in rising asset ownership, declining shares of food consumption, and a rise in reported household per capita income among the poor.

However, moderate poverty remains a challenge. In 2012/13, nearly 15 percent of the population lived on less than \$3.10 per day. Pockets of poverty persist in the North, East, Estate Sector and Moneragala district where equality of opportunity in terms of access to services and linkages to the labour market is weaker.

As Sri Lanka aspires to become a higher middle-income country, it will need to adjust its development model. Growth in the last five years is in substantial part due to a “peace dividend”. Going forward, economic growth will likely require continued structural changes towards greater diversification and productivity increases and a reduction in the role of agricultural employment from its present share of a third of the population. Although Sri Lanka has excelled in overcoming human development challenges typical to a low-income country, its service delivery systems in education, health and other areas must now adjust to face the new and changing demands typical of a middle income country. To accommodate these increasing demands, the government needs to increase fiscal revenues in the medium term, which at present are low vis-à-vis its own historical standards as well as by international standards. Imperatives to improve social safety nets will increase owing to an aging population that has passed its demographic peak. Finally, increasing affluence and information will lead to higher expectations that the state perform in order to facilitate growth, provide a higher level of services, and demonstrate increasing responsiveness to a more demanding citizenry.

Taking cognizance of the changing development priorities, the government policy statement presented in November 2015 envisioned promoting a globally competitive, export-led economy with an emphasis on inclusion. It identified generating one million job opportunities, enhancing income levels, developing rural economies and creating a wide and strong middle class as key policy priorities. The policy statement proposed reducing the



fiscal deficit to 3.5 percent of GDP by 2020. Also, it discussed far reaching reforms with a view to improving performance of the SOE sector and enhancing trade and FDI. (Source: The World Bank)

<b>Sri Lanka Critical Macro-level Issues of Relevance</b> <i>(Source: CBSL Annual Report 2016)</i>	
The un-employment rate declined to 4.4%, while number employed increased by 1.5%	The value addition in agriculture, forestry, & fishing related activities declined overall by 4.2%
Poverty Headcount Ratio (PHCR) has significantly declined in the recent past though the spatial distribution of poverty, moderate poverty and income disparity remain obstacles for inclusive economic development	The increased occurrence of weather related disturbances arising from climate change warranting enhanced disaster preparedness for mitigation
The Western Province recorded the lowest level of PHCR of 2% while Uva Province showed the highest level of poverty with a PHCR of 15.4%	Numerous challenges in curtailing several communicable diseases
The Colombo district recorded the lowest PCHR of 1.4% , while Mullaitivu recorded the highest PHCR of 28.8%	Chronic Kidney Disease of unknown aetiology (CKDu) continues to be a serious public health issue
In addition to Mullaitivu, Moneragala, Batticaloa, Mannar, Badulla and Kilinochchi recorded high levels of PHCR	Non-Communicable Diseases have emerged as a challenge for the Health Sector
The Government needs to focus on enhancing the income generating capacities of low-income households so that they would not continue to remain in poverty	Environment conservation needs to be an in-built process within economic development process with the adoption of a sustainable level of natural resource consumption and proper waste disposal to prevent environmental degradation
The total number of departures for foreign employment declined further in 2016 recording a 7.8% decrease compared to 2015	High unemployment among youth, females and educationally qualified persons continues to be a severe concern in the Sri Lanka labour market

<b>Key Issues &amp; Trends Identified by Caritas Diocesan Centres</b>		
<i>Northern &amp; Eastern Provinces</i>	<i>Western, North Western &amp; North Central Provinces</i>	<i>Central, Southern, Uva and Sabaragamuwa Provinces</i>
<ul style="list-style-type: none"> <li>• Water and sanitation</li> <li>• Epidemics</li> <li>• Migration</li> <li>• Malnutrition</li> <li>• Domestic violence</li> <li>• Early marriage</li> <li>• Drug abuse addiction</li> <li>• Refugee/Returnees</li> <li>• Land issues</li> <li>• Unemployment</li> <li>• Youth Development</li> <li>• Materialism</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment</li> <li>• Child labour</li> <li>• School dropouts</li> <li>• Solid waste management</li> <li>• Indebtedness</li> <li>• Youth and materialism</li> <li>• Food security/ kidney disease</li> <li>• Child abuse exploitation</li> <li>• Human / elephant conflict</li> <li>• Misuse of social media</li> </ul>	<ul style="list-style-type: none"> <li>• Communal disturbance</li> <li>• Road accidents</li> <li>• Corruption</li> <li>• Religious intolerance</li> <li>• Political instability</li> <li>• Environment pollution</li> <li>• Climate change</li> <li>• Un-education</li> </ul>

## **b. TARGET AREAS**

We will continue to work in all twelve (12) Dioceses covering 13 diocesan target areas where Caritas has a presence in the next four (4) years. We will continue to work with the reached and un-reached communities within the purview of each of the 13 Caritas Diocesan Centres and take opportunities to re-focus our efforts on the poorest groups in each of the dioceses. Each Caritas Diocesan Centre will identify and earmark the target areas by village and Parish within their Grama Niladhari, Divisional Secretariat divisions and Districts respectively, for selection of the poorest of the poor, vulnerable and marginalized people to serve.

Prioritisation of where we work will be based on the intensity of need, the ability to achieve impact and our historical & future commitments. The allocation of resources to geographical areas will be based on these criteria.

### c. TARGET SEGMENTS

Our strategy is to serve in solidarity alongside with the poorest of the poor, vulnerable and marginalized with special attention for the following segments of the community:

- i. Families with adults, children, youth and elderly
- ii. Plantation communities, low-income farmer & fisher communities
- iii. Communities most significantly affected by past conflict and displacement
- iv. Communities most at risk from natural and man-made disasters and hazards
- v. All levels of government and public institutions, civil society, faith communities and national and international non-governmental organizations
- vi. Migrant workers and their families left behind
- vii. Woman-headed households

## 4. WHAT – STRATEGIC PRIORITIES, MODES OF INTERVENTION, SECTORS AND CROSS-CUTTING THEMES

### a. OUR STRATEGIC PRIORITIES 2018 – 2021

Caritas Sri Lanka's Strategic Priorities for the period 2018 – 2021 will be:

#### **Strategic Priority 1: *Promote life with dignity for all***

The most vulnerable, marginalized and poorest of the poor enjoy greater inclusion in social, political, spiritual and economic life; have access to quality basic needs and services (water & sanitation, health & nutrition, education, affordable housing); enjoy freedom without discrimination and exploitation and gains confidence in every individual's ability to change one's own life; are able to voice their concerns and influence decisions that affect them; are able to access and effectively utilize information and resources to achieve self-reliance.

## ***Strategic Priority 2: Ensure sustained economic development & resilience***

The most vulnerable, marginalized and poorest of the poor develop greater resilience as a result of diversification of livelihoods and/or increase in assets/income; have sustainable employment or access to income generating activities and have greater control over income and assets; are better prepared for, and able to respond to, crises, shocks and life's challenges.

## ***Strategic Priority 3: Promote sustained relationships through justice, peace & reconciliation***

The most vulnerable, marginalized and poorest of the poor live with safety and protection in their family and community; are aware of their rights and responsibilities; are assured their rights are respected; enjoy life free of family and community violence; are actively engaged in community initiatives for the common good.

## ***Strategic Priority 4: Build capacity for disaster preparedness, risk reduction mitigation & response***

All communities served, especially the most vulnerable, marginalized and poorest of the poor are aware and knowledgeable of the risks, threats and vulnerabilities in their respective localities and environment, including trends in weather patterns, natural disaster seasons & cycles and possess basic understanding of disaster preparedness; have established suitable mechanisms, structures, systems and procedures at family and community level in disaster risk reduction, mitigation and response; develop greater resilience and are better prepared for coping with disasters, return to normalcy and life continuity.

## ***Strategic Priority 5: Build the organization and its sustainability***

Caritas national and diocesan centres are governed and managed effectively through policies, systems, procedures and decision rights;

are equipped with organizational and industry based best practices, core competencies, approaches and methodologies for effective mission; engage and employ competent people at all levels.

## **b. MODES OF INTERVENTION**

The work that we do in Sri Lanka to achieve the above Strategic Priorities will be distinguished along four dimensions:

- i our focus on balancing and integrating the three Modes of Intervention
- ii our priorities across and within specific programme sectors
- iii our focus on addressing important cross-cutting themes
- iv our alignment and contribution to Caritas global, Regional priorities and the relevant UN Sustainable Development Goals.

Given our primary concern to address poverty causes, the susceptibility of the country to natural disasters and the emergence of issues due to injustice & inequality adversely affecting the poor, the vulnerable and the marginalized populations, emphasis will be placed on the following Modes of Intervention and the integration of same in our programming across all sectors:

- I. Community-based integral human development addressing root causes of poverty
- II. Rights-based advocacy and influence for change
- III. Community-based disaster risk reduction and response

## **c. SECTOR PRIORITIES & CROSS-CUTTING THEMES**

Caritas Sri Lanka will prioritise the following key sectors and cross-cutting themes, nationally, whilst retaining the flexibility for the respective Diocesan Centres to consider other important sectors and cross-cutting thematic areas deemed critical in meeting their aspirations of those whom we serve:

### Priority Sectors:

- i. Economic Development
- ii. Justice, Peace Building & Reconciliation
- iii. Disaster Risk Reduction
- iv. Re-settlement & Livelihood Development
- v. Safe Labour Migration
- vi. Environmental Protection

### Cross-cutting Themes:

- i. Climate change adaptation
- ii. Sustainable Agriculture & Food Security
- iii. Permanent Shelter
- iv. Health, Water & Sanitation
- v. Youth development
- vi. Education

## 5. HOW – OPERATING MODELS FOR PROGRAMME SUPPORT, MARKETING & FUNDING MODELS

### a. OPERATING MODELS FOR PROGRAMME SUPPORT:

To enhance our impact throughout the work we do, the following Operating Models will be applied:

- **Grass-roots level Programming and rights-based approaches** that foster innovation and flexibility to create the most effective response to programming needs in the changing operating environment and contexts at the Diocesan level;
- Identify, develop and implement Operating Models for **effective Partnerships** with our primary community stakeholders, state, non-state actors (includes the Private Sector Corporates, and organizations of other faiths) which will enable us to enhance our collective effectiveness and influence in the diocesan contexts that we operate in;

- Identify, develop and implement an **efficient organisational structure & model** at the diocesan level to support the effective implementation of Programmes in our changing contexts.

## **b. OPERATING MODELS FOR MARKETING & FUNDING:**

We will develop effective Marketing & Funding Models for resource growth to support our current and future programmes through:

- i. Expanding our engagement and collaboration with several Caritas Partner Member Organizations;
- ii. Enter into new markets in multi-lateral, bi-lateral back-donor grants & resourcing opportunities;
- iii. Grow and diversify the local resource development within Sri Lanka through Private Sector Corporate donors, Caritas Business Enterprises and Volunteer Giving.

## **6. WITH – ORGANIZATIONAL PREFERENCES AND CHOICES**

We are committed to the following Organizational Effectiveness choices and preferences:

- i. **People & Capacity:** Strengthen our staff capacity, competencies, professionalism and invest time and money to ensure that all staff acquire the skills, attitudes, values and motivating environments needed to serve the poor and to lead Caritas into the future;
- ii. **Governance & Leadership:** Invest in the development of our Governance and Leadership to deepen their understanding of effective governance and decision rights in relation to their oversight role;
- iii. **Organizational Development:** Increase organisational effectiveness and efficiency through building a culture of 'Performance' both at organizational and individual staff at all levels; and cost effective and shared secondary support services for all Diocesan Centres.

## **7. STRATEGY EVALUATION**

The Caritas Sri Lanka Board of Management is ultimately accountable for the delivery of the above Strategic Plan. All actors in the National and Diocesan Centres are responsible for its implementation with the support and collaboration of Caritas Asia Regional Office and Caritas Partner Member Organizations. The Caritas Sri Lanka Board of Management and Caritas Asia Regional Office will bring key stakeholders together each year to review progress and to propose adjustments to the strategy. After the Operating Plan is in place, and at mid-point of the strategy, we will carry out an annual review of the strategy implementation and contribution from Diocesan Centres. At the end of four years, the Regional Office will conduct a strategy evaluation focusing on alignment of the Regional Strategy to CI global and Diocesan Centre strategies.





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