

Spanish Red Cross Tsunami Operation in Sri Lanka

BUILDING COMMUNITIES

A holistic approach to relocation
and livelihoods:
housing, cash grants, and
community projects



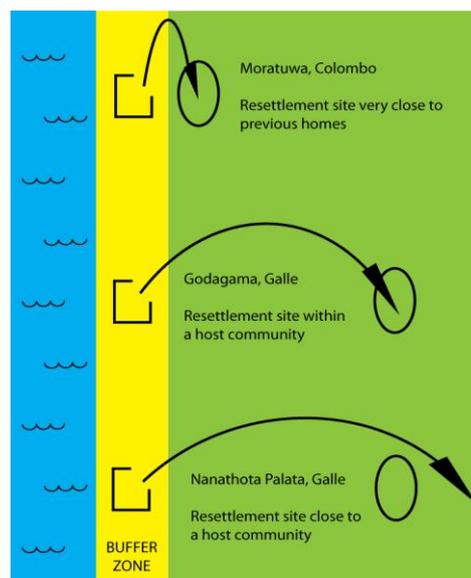
Cada vez más cerca de las personas

 Cruz Roja Española

The Indian Ocean Tsunami struck Sri Lanka on the morning of 26th of December 2004. As the waters receded, they left a grim reckoning. Over 35,000 people lost their lives; almost 100,000 homes were damaged or destroyed, and more than 200,000 people suffered losses to their livelihoods. 90% of the families affected by Tsunami lost their productive assets and 80% lost their main source of income.

After the disaster, the Government of Sri Lanka established a buffer zone, initially 200m from the coast, where reconstruction of damaged or destroyed houses would not be allowed. In many cases therefore it was necessary to find new land to resettle the affected people, and some 51,000 families were eventually moved to new settlements, very often several kilometres away from where they lived previously. In some cases these were within existing villages, and in some cases they were close by. Each situation would bring its own challenges, in terms of supporting people to restart their livelihoods, and in encouraging a harmonious relationship with their new neighbours.

As part of the Post-Tsunami Recovery Operation, Red Cross and Red Crescent Partners engaged to the housing reconstruction in Sri Lanka. The Spanish Red Cross provided 261 families from the buffer zone with a new house, in 5 new settlements in rural and urban communities of Galle, Kalutara and Colombo Districts from latest 2006 until early 2009.



The impact of the tsunami and the relocation on tsunami-affected families and host communities

Spanish Red Cross carried out detailed surveys in mid-2005 to understand the socio-economic situation of the beneficiary families to be resettled. These surveys revealed:

- Most of the recipient families were squatters living in the coastal line;
- 85% of the recipient families lived below the poverty line prior to the tsunami;
- In Kalutara and Galle, the loss of productive assets, the reduction in market demand and employment opportunities after the tsunami lead to a substantial reduction of income for 52% of the families.
- In Colombo, 24% of the beneficiaries had to stop their traditional business due to the loss of assets, and most had and shifted to unskilled temporary jobs.

When the relocation took place, between two to four years after the tsunami, most of the Tsunami-affected families were yet to recover their previous levels of income.

In many cases, the relocation had negative effects on people's livelihoods. Sometimes it was not possible to run the business from within the premises and people had to close or rent additional space. People had moved away from their assets or their markets, and had to cover additional travel expenses. In addition, relocation increased stresses on social structures, networks and community support mechanisms.

There were also some negative aspects for the host communities and new neighbours. The new arrivals increased pressure on social services, increased demand for natural and common property resources, and were in competition for employment and business.

A survey conducted by SRC among the host communities revealed that they were often reluctant to admit the tsunami-resettled families into their communities. They also felt discriminated against; compared to tsunami-affected families, for the level of support they had received.

The programme

Past experiences of involuntary resettlement in post-disaster situations strongly suggested that providing houses was not enough. Beneficiaries would also require support to restore a meaningful income and activities to ensure their social integration into the new communities.

In addition to the housing, the SRC intervention had two main approaches: household level grants for re-starting, support the strengthening or development of livelihoods, and a range of community projects identified and implemented by the community themselves.

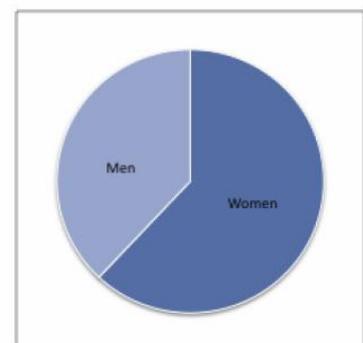
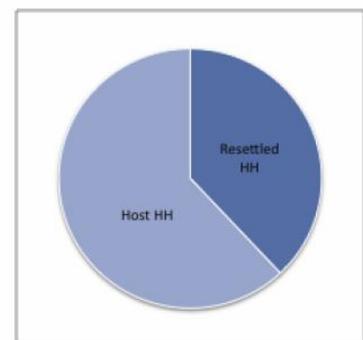
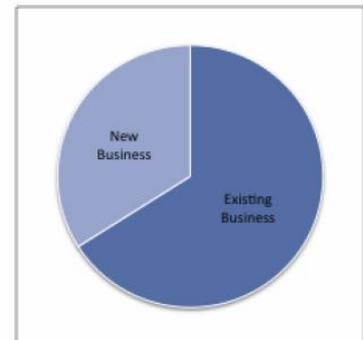
While only the tsunami-resettled would get new houses, it was decided that all members of the community would have the chance to benefit from the household cash grants and the community projects. This approach was intended to enhance the economic development of the GN divisions hosting the relocation sites, as well as supporting social integration between the new arrivals and the previous residents.

At household level, the project provided cash grants to develop a total of 864 business initiatives. Managerial trainings to improve the entrepreneurship skills as well as technical trainings were also provided. These cash grants went to men and women, to members of the host communities and the newly resettled, and to start up new business and to restore or develop existing ones. The charts on the right show the breakdown.

At community level, a total of 30 community projects were identified and implemented directly by members of the community across the five locations. Some of these projects focused on services and infrastructure, while others gave more emphasis to intangible aspects of community.

The programme ran in two phases:

- In the first phase, the programme ran in four rural GN divisions in the districts of Kalutara and Galle from January 07 to December 09. The project began at the same time as the relocations took place.
- The second phase took place in one urban GN division on the southern outskirts of Colombo from October 2008 to September 2010, almost four years after the Tsunami. In this location, the project began prior to the relocations.



The timeline below summarises the process across the various project sites.

Phase	Location	2005	2006	2007	2008	2009	2010
Phase I	Galle: Meegoda			P	\$ \$		
	Galle: Nanathota P			P	\$ \$		
	Galle: Godagama			P	\$ \$		
	Kalutara: Kithulawa			P	\$ \$		
Phase II	Colombo: Udaya S					P	\$ \$ \$

Key: ■ Resettlement ■ VCA ■ Community Exit Evaluation
P Project Start \$ Distributions of cash

Program achievements and impact

At the end of the program 724 businesses (84% of the supported ones) were still operative.

The range of successful businesses was very diverse, from bakers to fish sellers, cinnamon growers, carpenters, small grocery shops. There was a range of business models, including primary production (farming, mushrooms), processing and value addition (manufacturing clothes, food), buying and reselling goods or simply, renting out an asset (such as a compressor or a vendor’s cart).

In some cases, the beneficiary had no prior experience in any livelihood, in other cases they had previous experience but changed livelihood, sometimes the cash was used to re-start a business that they had before, and in many cases the support was used to develop the existing business.

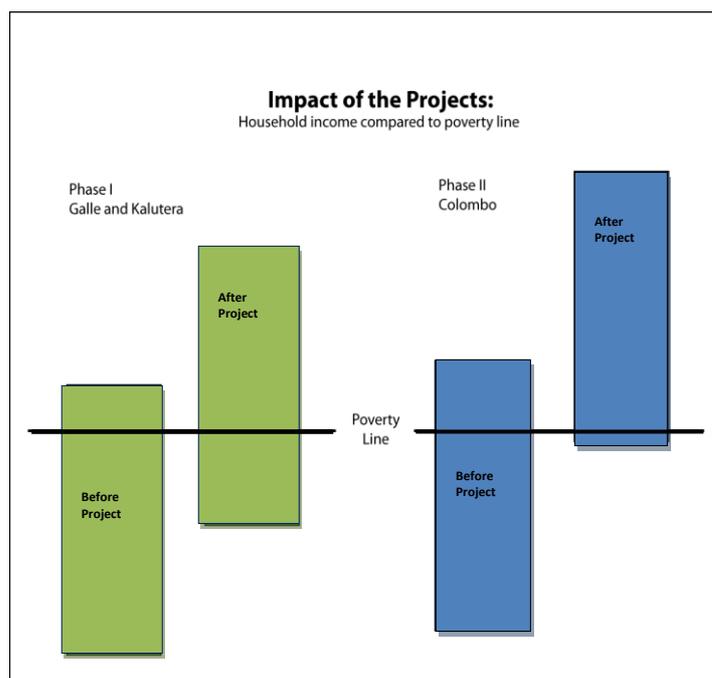
The grant allowed some micro-entrepreneurs to kick-start their business, and move from a stable state of mere survival, with no saving and minimal re-investment, to a much more dynamic state with the business growing and developing. Several explained that this change would not have been possible by taking loans: the interest payments would have offset the profits and the business remained stagnant. For some families income was diversified with a new income from a previously non-productive member.

At the end of the project 75% of the entrepreneurs declared that were able to reinvest into their business.

According to the end line monitoring and the Community Exit Evaluations held at the end of each project to measure the impact of the project, the numbers of families living below the poverty line dramatically reduced in the project villages, as the diagram illustrates.

Improvements in living conditions were identified, such as:

- 80% of families improved the quantity and/or quality of daily food;
- 40% increased their capacity to expend money in health expenditures;
- 12% increased access to water and electricity;
- 40% increased their savings and decreased the level of debts



The injection of cash in the community boosted the local economy. In Kitulawa, for instance, members of the community stated that the demand had increased and the businesses were running better after the program. In the same GN, the number of micro-credits available through a local savings CBO doubled.

The program had also had other positive effects. Around 85% of beneficiaries reported an increase in self-esteem while 60% indicated that family disputes have been reduced as a result of a higher income to cover their basic needs. 89% consider that their social reputation had improved due to the participation in community activities.

Finally, regarding community cohesion, members of host communities and Tsunami-resettled worked hand to hand to identify, design and implement 30 community projects funded by community Grants.

As a result, they got used to deal and trust each other and realised that shared common interest for the development of the common community. Now, they gather together and participate in the local celebrations; 32% of the resettled families became members of the existing CBOs and several marriages had taken place between members of both communities.

So in the end, were the new arrivals made welcome? In Kitulawa only 20% of the host community initially thought that the resettlement would have a positive impact. In the final evaluation, that figure had changed to 83.5% as an average of the hosts communities.

Kanthen de Silva and her husband lost all their properties and belongings due to Tsunami: their house, their chicken farm, the retail shop and the yoghurt factory.



Although they received a house in a relocation site and some money from the government, they were unable to re-start any of their existing business. Before the project, often she could only feed their four children with rice milk for the whole day and many days they had no money to send their kids to school. With the Cash Grant She was able to buy a yoghurt incubator machine and re-start the business. In the area where they live there are no competitors thus the business is running well. Currently, she contributes to the family economy and basic needs are covered. She has been able to buy a refrigerator and plans to buy a vehicle to be able to expand her business and to reach the same level of development as before.

Ramani Kumari lives with her husband, two sons and her parents. Before to receive the grant the only family revenue was the husband income as driver which was not sufficient to cover the basic needs of the 6 family members. Although she studied up to Advance Level she was unable to get an employment due to the young ages of their sons. She tried to open a sewing centre but couldn't get the starting capital.

With the first instalment of the cash grant and some saving she had she bought two different types of sewing machines and a third one with the second instalment.

Under the textile nucleus group she joined, she received some technical trainings as well.

Currently, she produces T-shirts for a garment factory and has another employee. The monthly profit from the business is around 65€/month which covers almost all the family basic expenses.

She plans to expand the business with the loan she has applied for under the support of the project.



THE PROGRAM IMPLEMENTATION

Community mobilisation and involvement

At field level, activities began with an awareness campaign within the community to disseminate the information about the project: its objectives, the implementing institution - Red Cross- and the eligible beneficiaries for the household cash grant scheme as well as the process and conditions to identify and implement the community projects. Posters were posted in the most visible traffic areas and leaflets were distributed.

Three different community structures were involved in the program implementation:

For the Household Grants component, a **Community Committee (CC)** was created, which aimed at being representative of the whole community. It was composed by two members of the resettled community, two members of the Community Based Organization as representatives of the host community, two or three members of the local administration (the mayor and the social worker from the poverty alleviation program and/or the officer of agriculture) and the SLRCS project coordinator. The CC was meant to oversee and monitor the household Cash Grant component by validating the criteria to select beneficiaries, revising the beneficiaries Business Plan to prevent too many similar business in the same area and to monitor the use of the cash grant and the business performance.

For the community grants, where a representative, appropriate and willing **Community Based Organisation (CBO)** existed within the GN Division, this was used as a partner to monitor and channel the funds for the community projects. The criteria to select the CBO were to share common vision/objectives with RC, its leadership capacity, the number of members, and the fundraising capacity. In two of the communities there were no appropriate CBOs, so the project supported the creation and development of new ones.

A two-day Vulnerability and Capacity Assessment was held with the community to identify the existing resources and needs, and prioritise community projects.

For each identified community project, an **Active Group (AG)** was created with 4 members from the host community and four from the resettled community. Their task was to develop the project proposals and undertake the implementation.

Finally, once the AGs had developed the project proposals and their plan of action those were presented and approved by the community.



Community grants for community projects

A contract for each project was signed between the selected CBO in each location/AG members and Sri Lanka Red Cross Society.

Community Grants were transferred to the CBOs in instalments as per the agreed schedules in the contract. The field Officers were responsible of verifying the works and approve the payments.

Training needs assessment of the selected/created CBOs were conducted and as a result the members of the CBOs and some AG members received some of the following trainings: Project management, leadership, finance and book keeping.

Below the list of implemented projects in each community:

KITULAWA	Extension of existing pipeline-water
	Establishment of youth societies & information centre
	Sevapiyasa construction
	Street lamp & mobile police service centre
	Home gardening
	Establishment of Mother Community Based organisation
	Awareness on Available Credit Facilities
	Human resource development for Community Health Centre

MEEGODA	Vocational training for youth
	Strengthen Sudeppa Pre-school
	Roads renovation
	Construction of a cemetery
Strengthen the youth Silver club	

NANATHOTA	Allocate regular transport services
	Establish a Community Based organisation
	Vocational training for income generation
	Health centre construction

GODAGAMA	Strengthen Sunday School
	Establish a Children Park
	Sevapiyasa construction
	Provide pipe-born water supply to 75 families
	Home gardening and compost production

UDAYA S.	Formation of Community Based Organisation
	Creation of Youth Society
	Creation of Children Society

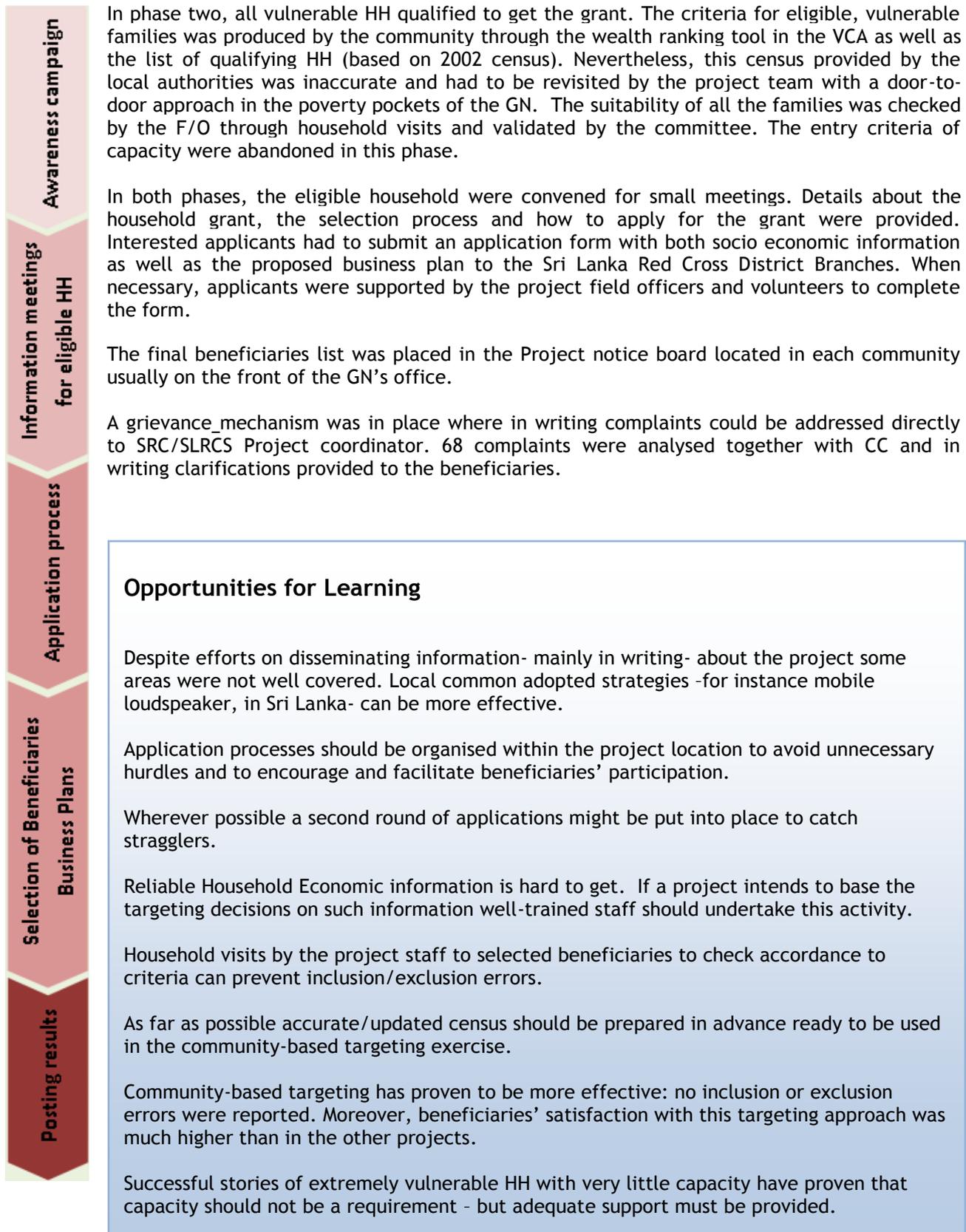
Targeting HH Grant beneficiaries

Two different approaches to targeting were undertaken along the programme:

	Phase 1	Phase 2
Intended Coverage	50% of vulnerable families	100% of vulnerable families
Eligibility Criteria set by	RC Project staff and validated by CC	Community in the VCA through the wealth ranking tool
Eligibility criteria	Tsunami affected Low-income HH Woman headed HH	Recipient of Social welfare governmt program Tsunami affected Daily labourer Widow Family with more than 6 members Family with a member with a disability Person with low educational level Squatters Adolescent married
Selection of beneficiaries based on	Pointing-rank system where vulnerability as well as capacity was taken into consideration Only HH upper in the rank qualify	All eligible HH qualify for the grant
Selection of beneficiaries undertaken by	RC project staff and validated by CC	Community with the census in the VCA through wealth ranking tool. Revised with HH visits by project staff and validated by CC
Difficulties/ weaknesses of the system	Not reliable information about low income HH to be eligible: the government subsidy system for low HH is flawed; and there was no existing mechanism or institutions that could guarantee a list of deserving HH. Decision of low income HH relied on GN decision. The information required to fill the application form was too complex for some families and the assistance provided by voluntaries not always useful. Moreover, the volunteers did not have the capacity to gather reliable HH economic information	The census provided by the local authority - from 2002- was inaccurate as many people had moved as a result of the Tsunami. A door to door approach in all the poverty pockets to inform and identify all qualifying beneficiaries was carried out by Field officers.

In phase one, the programme intended to cover around 50% of the communities' vulnerable households. Therefore, a selective/restrictive targeting mechanism was designed by the RC team and validated by the CC. HH Capacity and vulnerability were both assessed and used to select the beneficiaries. The use of capacity criteria may have excluded some highly vulnerable families from accessing the grants.

Although the system was well explained and generally accepted by the communities, but evaluation showed that they found it difficult to understand why some relatively better off families benefited from the project whilst poorer families were left off.



	Higher Capacity	Lower Capacity
Higher Vulnerability	<p>Cash grant should be provided These beneficiaries may already have good technical skills, but may benefit from additional technical support, new methods, improved varieties etc. Business and finance management skills will be appreciated and will impact positively upon the success of the project</p>	<p>Cash grant may be provided In some cases it may be considered that a cash grant should not be provided as there is no capacity to manage it. However, the project demonstrates that with a well-chosen project, and strong support from the community, such projects can succeed even where there is very limited capacity for learning.</p>
Lower Vulnerability	<p>Cash grant may not be provided If a targeted approach (as opposed to a blanket approach) has been adopted, these households are not likely to be selected for the project, as they are likely to be able to recover without external support.</p>	<p>Cash grant should be provided These beneficiaries are less likely to bring string technical skills and experience to the project and will benefit from technical support, new methods, improved varieties etc. Business and finance management skills will also be appreciated and will impact positively upon the success of the project</p>

Rangika Dilrukshi and her four sons live in an apartment block in a relocation site build by SRC.

She is the only family breadwinner and does not receive any support from her husband or any other relatives.

Before the Tsunami the only family means of living was begging. All their sons dropped out from school and used to go with her during daytime to get some money that in any case was sufficient either to provide sufficient food or to cover other basic needs.

With the grant she bough a cart and some coconuts to do hawking. She undertook this activity from some time with his son until the police stop the minor. Then she tried to sell vegetables in the cart but she was unable to calculate the amount she had to charge for the quantity requested.

Currently, with the help of the neighbours she rents the cart and takes in an income of around 30€ a month that complements the other income.

With the help of the Project team and the neighbours she is in process to get her ID and to apply for a government subsidy.

Her elder daughter and son have benefited from a community Project that links with a UNICEF project to catch drop out children. They both have completed it successfully. She is currently looking at the possibility to send them to school next year.

Lakmal Ravindra Silva is a carpenter and the breadwinner of a three member's family. His carpentry shop is within his house premises very close to the seashore in the coastal belt of Colombo. Before Tsunami he had four employees and a monthly profit of around 200€.

The Tsunami washed away or damaged all their household belongings and the carpentry assets. He resumed the business some months after the disaster with the donation of a machine to saw timber from the Church. However, he faced many hardships to sustain his family and food was often scarce.

With the cash grant He purchased new tools, equipment and timber which allowed him to develop the business: whilst before he could only make furniture under request- with the advanced money paid by the customer- now He produces ready-to-buy furniture and the sales have increased considerably. He has a stock of value around 900€ and a profit of 200€ month.



The HH Cash grant scheme

Cash Transfer type	Conditional Cash Grant
Purpose	Re-start, diversify, strengthen existing livelihood
Conditionality	To be invested in the business according to a predefined business plan
Amount	Up to 30.000 SLR Beneficiary decision, according to the Business Plan presented
Payment mechanism	Two instalments through bank transfer
Skill building and training	Entrepreneurship training compulsory Technical trainings on request Technical support for managerial skill provided by FO

To establish the value of the cash grant four micro credit institutions and a private bank were consulted to assess the typical amount borrowed by micro-entrepreneurs in Sri Lanka. This research suggested a value of around 24.000 SLR.

The amount paid by other organisations implementing similar projects in Sri Lanka was also taken into consideration to establish a ceiling value of 30.000 SLR (around 200€).

Beneficiaries could request any value up to 30.000 SLR in accordance with the Business Plan they presented. The average cash grant was 29.200 SLR.

The chosen delivery mechanism was through bank transfer as all the project areas had good networks of formal banking systems and this was the cheapest, quickest - money was transferred within 24 hours- and more secure method of cash transfer. It also gave beneficiaries privacy and dignity.

At the beginning of the project only 28% of the beneficiaries had a bank account. Support was provided to the individuals not familiarized with the banking system to open their bank account.

Increasing access to the formal banking system was seen as an added-value for the beneficiaries and bank accounts became a tool for saving and an entry point for future loans.

A contract was signed between individuals and SLRCS to stipulate the conditions and use of the cash grant.

First instalments were issued 5 days after the signature of the contracts and the use of the

Why was a Cash Grant the right approach in this project?

Evaluations of Cash grant programming over the last years have proven some benefits over in-kind distributions in the right conditions. By providing beneficiaries with choice and flexibility, they enhance empowerment and dignity: to a degree at least, households can decide their own priorities in purchasing or investing. More over, it is often more cost-efficient than in-kind distributions and can help to support, rather than undermine, the local economy.

In the case of the project, the diversity of business to be supported was enormous. The very different needs in terms of inputs would have made an in-kind distribution very complex.

By using cash as a transfer modality, SRC to allowed maximum flexibility in the choice of livelihood to support, and gave the recipients the opportunity to buy exactly the inputs they needed: the right item, at the correct size, of the quality they wanted.

The market conditions supported the use of cash grants. The markets were well supplied and the products easily accessible. Well functioning finance institutions were present in the area, so the delivery mechanism was simple and security or corruption risks prevented by using the banking system.

Concerns about unplanned use of the grant were minimised by the recipients signing an agreement with the terms and conditions and stating the use of the grant, based on their own business plan. Transfers were done in two instalments, the second to be paid once the business was started up and the use of the grant monitored by the Field Officers.

grant was monitored by field officers over the following 15 days.

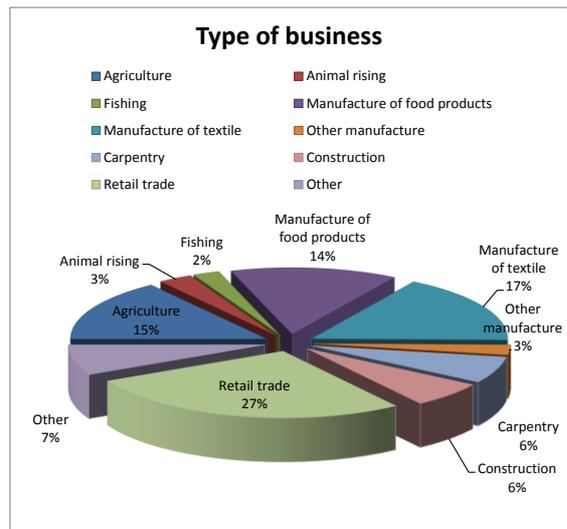
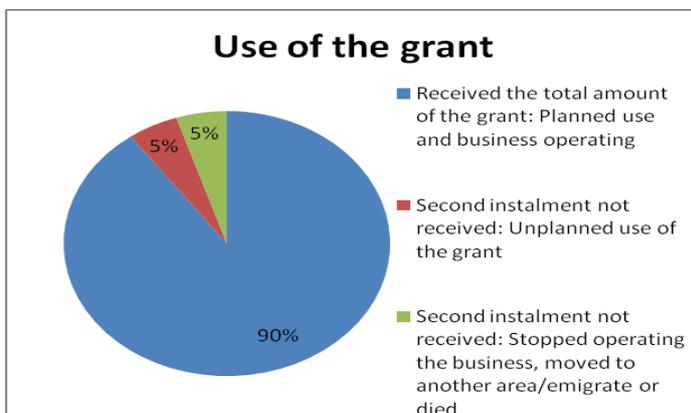
The grants were delivered in two instalments (100% in first instalment when less than 5.000SLR; 75% from 15.000SLR to 25.000SLR; 60% from 25.000SLR to 30.000SLR).

The system was altered in phase 2 to ensure that all beneficiaries would have sufficient funds to make a start-up using the first instalment alone.

Transfers for the second instalments were approved by CC after verification that the businesses were operatives and cash invested in business related expenses.

Second instalments were delivered between one to six months after the first, depending on the progress of the business and/or the seasonality of the business.

90% of the recipients received the total amount of the grant, as per graph below:



In Lunawa, at the end of the project, five microfinance institutions were invited to present their funding conditions to the micro-entrepreneurs. These were assessed and the one that provided the better offer was recommended. One hundred and twenty-three beneficiaries were supported by the project to present their request either individually or as a group.

Opportunities for learning

A few beneficiaries used part of the cash grant to cover basic needs. Households that are going to struggle to cover basic needs should be identified by the project in advance. A top-up cash grant to cover the essentials could be provided to 'protect' the livelihoods cash grant until the business can provide sufficient income.

Equally, households with significant outstanding loans may find themselves in a difficult situation, and specific arrangements may need to be made.

Whilst it was found to be positive to provide beneficiaries with flexibility to set the amount of their grant, in some cases the requested amount might have exceeded the amount needed. The value for the grant in the business plan should be checked and reviewed to avoid 'overpayments'. Another option could be to set standard cash amounts for the same type of business.

Beneficiaries had to deposit 500 SLR to open the bank account. Wherever possible agreements to avoid levy charges or initial deposits should be agreed with the bank.

If beneficiaries had a bank account prior to the project, but with a different bank, they were asked to open a new one in the project selected one. More flexibility to allow beneficiaries to use their existing bank accounts would be positive.

Support in linking beneficiaries with financial institutions to get microfinance can allow the entrepreneurs to continue developing their business.

Skills building and training

All recipients received training on "Entrepreneurship Skill Development". In the first phase this training lasted two days. Mid-term review feed-back from beneficiaries suggested that two days were not enough for many of the recipients.

By the second phase it was extended to 5 days and trainings were organised according to the type of business and people's literacy. Support to develop the business plan was provided by experts and business feasibility was checked at the end of the training by the same pool of specialized trainers.

Wherever possible, businesses under the same category were grouped to form "Nucleus groups". The purpose of the "Nucleus groups" was to try to get benefits from being associated (knowledge sharing, better prices by buying bigger amounts, marketing together, etc..) some of this groups (cinnamon, textile, mushroom cultivation and food processing) received technical trainings.

Field officers focused on identifying beneficiaries with poor business income related to lack of technical skills and recommended to undertake trainings. A total of 104 people benefited from technical trainings. The majority of the trainings were provided to members of the Nucleus groups.

A cash book to record the daily income/expenditures including a template to calculate the cash flow and the monthly profit was provided to each beneficiary.

On the monthly monitoring visits Field officers supported the beneficiaries to fill in the cash book: to record the daily income and expenses, to calculate the monthly profit as well as the amount to be put a part to run the business. A pool of seventeen volunteers was appointed to support the beneficiaries that had more difficulties with the accountings which were visited once or twice a week between one to four months. In the case of illiterate beneficiaries, other family members were tough, often the descendants, and in some cases they were supported by neighbours.

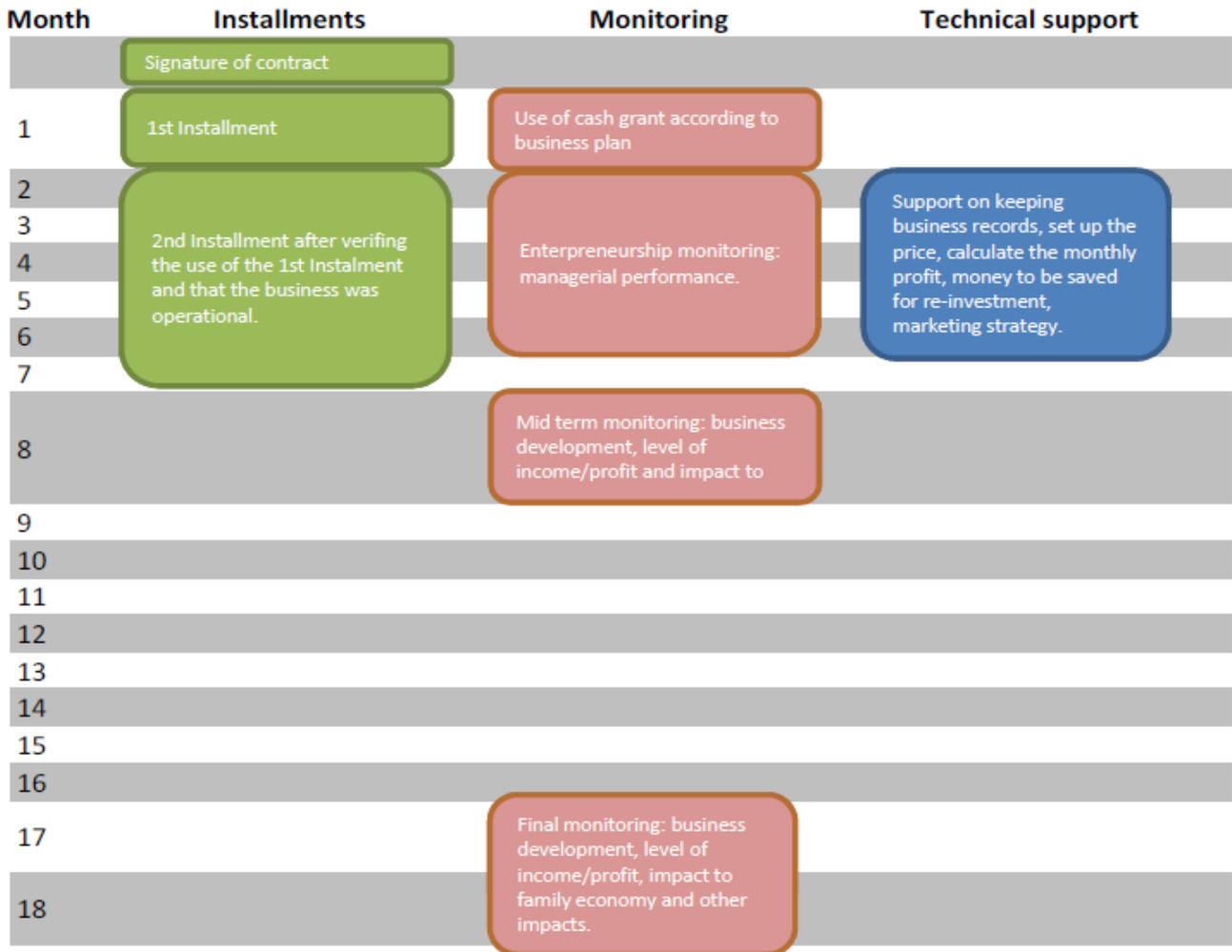
Sanath Prashantha de Silva is the breadwinner of a family with four members. He is a small-scale farmer that cultivated colas in a ½ acre land that he inherited from his father and in ½ acre that he rented and paid back with half of the production. With the Cash Grant he bought ½ acre of land for cultivation.



Before the grant, the profit earned from the field production was not enough to make any savings and to allow him to buy land to increase his production. He approached some financial institutions to get a loan to buy ½ acre of land but the interest rate to pay back made the investment un-profitable. Currently, he can save around 30€ a month. He plans to continue buying more land and a vehicle to sell his production inland where prices are higher.

Pushpa Ranjani executed a small scale cement block manufacturing industry. With the Tsunami She lost the machineries as well as a sewing machine she used to earn supplementary income. Her husband who worked connected to the fishery industry lost his job subsequent to the disaster. The house with all the belongings was completely demolished. The 5 members' family was resettled in a new site but any support to resume their livelihoods was provided. With the Cash Grant she started a small scale retail shop to sell daily household consumables to her neighborhood. Currently, she earns a daily income of 25€. Pushpa declared that the entrepreneurship development training she attended at the beginning of the project was the main factor behind her business success. The book-keeping knowledge and continuous follow up given by the project staff was very motivating as well. Subsequent to the cash grant there was an uplift on the family living conditions: she can cover the expenditures for the education of her youngest son, she could release the jewellerys at pawn, she modernized the wash room of her house, and she could re-start saving in the mode of 'Settu' - a local means of group wise attempt of saving-, she could also spend for her medical treatment by her own.

Monitoring



Each Field Officer had to monitor around 100 beneficiaries.

The first round of beneficiary visits to check how the Cash Grants was invested were followed by monthly visits to follow up how the business was running and the managerial performance of the entrepreneur.

A template was developed to assess the managerial performance and follow up visits up to six months to provide technical support were scheduled according to the needs of the beneficiary.

On the eighth month a mid-term monitoring was conducted to gather information about how the business was running, the income/profit, and the impact on the household economy and well-being. A final monitoring to gather the same information was conducted at the end of the project.

What was monitored by field officers?

How was the Cash Grant used

Beneficiary's managerial skills: ability to keep records, to know the cost to set the price, to know monthly profit, to save money for reinvesting needs, marketing strategies

Business development

Beneficiaries training needs

Impact of cash grant in household economy and other impacts

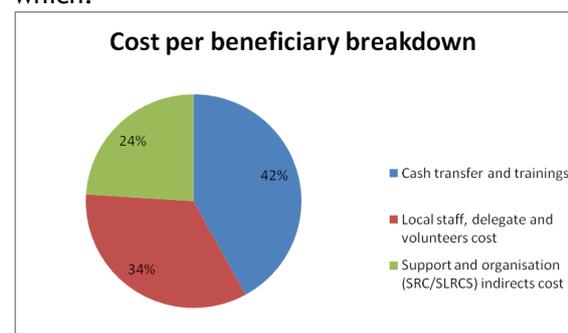
Monthly monitoring meetings were held by the CC where information about beneficiary's performance was exchanged among CC and the project coordinator

Many beneficiaries mentioned the monitoring visits as having had a positive motivational effect into the development of their business.

Program Exit

The Project ended with a Community Exit Evaluation to measure the impact of the project on people's life, and villagers' satisfaction with the project. Participatory Assessment Tools were used the first day to gather information and a results devolution session to the community ended by a close out event was conducted the next day.

The total cash-grant cost per beneficiary amounted to 456 Euros per recipient, of which:



Opportunities for learning

Entrepreneurship training is a crucial element for the success of these livelihoods projects. It was highly valued by beneficiaries, even those who had been successful prior to the tsunami. Training should be relevant and targeted to existing levels of skill and knowledge.

The training can also provide an opportunity to perform a technical check on the developing business plans, agree feasibility, and minimise the risk of saturating a particular market.

Project should ensure the right balance between support to production and support to marketing. Many of the business that failed were due to lack of both marketing knowledge and marketing linkages.

Monitoring visits by Field Officers with managerial skills can enhance the business capacity.

The monitoring and control systems should be geared towards helping people to succeed rather than catching wrongdoers. For example, people that had made unplanned use of part of the funds were allowed to re-join the project and get their second instalment at any time, if they reinvest the 'missing' money in the business.

Flexibility is helpful. Some beneficiaries used the first instalment for a seasonal business, and then in the off-season, used the second to diversify their income base. Not quite what the business plan said, but it was viable.

The Community Exit Evaluation ensured accountability to beneficiaries, provided the SRC the opportunity of learning for future programming and a sense of closure to the community

Project Summary

Area of Intervention	Phase I	<u>Kalutara District:</u> <u>Galle District:</u>	Sub-division Kithulawa, Sub-division Nanathota Palata, Sub-division Godagama, Sub-division Meegoda,
	Phase II	<u>Colombo District:</u>	Sub-division Moratwa
Implementation period	Phase I	01/01/2007 to 31/12/2009	
	Phase II	01/10/2008 to 30/09/2010	
N° of beneficiaries	Phase I	501 individuals received a grant to start a business or to strengthen the existing one 2500 households benefited from community projects	
	Phase II	363 individuals receive cash grants 1120 households benefit from community projects	
Budget	Phase I	410.181 €	
	Phase II	298.738 €	
Goal	To reduce vulnerability and improve capacities of directly and indirectly Tsunami affected population to achieve a sustainable improvement in their living standards		
Specific Objective	To facilitate the social and economic integration among the Tsunami displaced population and their host communities.		

Cash Transfer resources

IFRC/ICRC “Guidelines for Cash Transfer Programming”

SDC “Toolbox for the Cash workbook”

ICRC “Micro Economic Initiatives: Handbook”

Oxfam guidelines and other materials

CaLP materials, trainings and D-group

CaLP “Delivering Money: Cash transfer mechanism in emergencies”



Cruz Roja Española

Cada vez más cerca de las personas

Cruz Roja Española pertenece a la Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja, que promueve las actividades humanitarias de las Sociedades Nacionales en favor de las personas vulnerables.

Mediante la coordinación del socorro internacional en casos de desastre y el fomento de la asistencia para el desarrollo, se propone prevenir y aliviar el sufrimiento humano.

La Federación, las Sociedades Nacionales y el Comité Internacional de la Cruz Roja constituyen, juntos, el Movimiento Internacional de la Cruz Roja y de la Media Luna Roja.

Humanidad

El Movimiento de la Cruz Roja y de la Media Luna Roja, al que ha dado nacimiento la preocupación de prestar auxilio, sin discriminación, a todos los heridos en los campos de batalla, se esfuerza, bajo su aspecto internacional y nacional, en prevenir y aliviar el sufrimiento de los hombres en todas las circunstancias. Tiende a proteger la vida y la salud, así como a hacer respetar a la persona humana. Favorece la comprensión mutua, la amistad, la cooperación y una paz duradera entre todos los pueblos.

Imparcialidad

No hace ninguna distinción de nacionalidad, raza, religión, condición social ni credo político. Se dedica únicamente a socorrer a los individuos en proporción con los sufrimientos, remediando sus necesidades y dando prioridad a las más urgentes.

Neutralidad

Con el fin de conservar la confianza de todos, el Movimiento se abstiene de tomar parte en las hostilidades y, en todo tiempo, en las controversias de orden político, racial, religioso o ideológico.

Independencia

El Movimiento es independiente. Auxiliares de los poderes públicos en sus actividades humanitarias y sometidas a las leyes que rigen los países respectivos, las Sociedades Nacionales deben, sin embargo, conservar una autonomía que les permita actuar siempre de acuerdo con los principios del Movimiento.

Voluntariado

Es un movimiento de socorro voluntario y de carácter desinteresado.

Unidad

En cada país sólo puede existir una Sociedad de la Cruz Roja o de la Media Luna Roja, que debe ser accesible a todos y extender su acción humanitaria a la totalidad del territorio.

Universalidad

El Movimiento Internacional de la Cruz Roja y de la Media Luna Roja, en cuyo seno todas las Sociedades tienen los mismos derechos y el deber de ayudarse mutuamente, es universal.



www.cruzroja.es 902 22 22 92

Humanidad Imparcialidad Neutralidad Independencia Voluntariado Unidad Universalidad