



USAID | **SRI LANKA**
FROM THE AMERICAN PEOPLE

SUPPORT FOR PROFESSIONAL AND INSTITUTIONAL CAPACITY ENHANCEMENT (SPICE)

FINAL REPORT



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SUPPORT FOR PROFESSIONAL AND INSTITUTIONAL CAPACITY ENHANCEMENT (SPICE)

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Coverphoto: Group activities on peace-building and reconciliation at SPICE Grantee. September 2016. (National Evangelical Christian Association Sri Lanka -- NECASL)

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ACRONYMS AND OTHER ABBREVIATIONS

ACJU	All Ceylon Jamiyyathul Ulama	CPBR	Center for Peace Building and Reconciliation
AFD	Agence Française de Développement	CPPHR	Center for the Protection and Promotion of Human Rights
AOR	Agreement Officer's Representative	CRPC	Community Resources Protection Center
APS	Annual Program Statement	CRPD	Convention on the Rights of Persons with Disabilities
ASNN	Ampara Social Needs Network	CSN	Civil Society Network
ATM	Active Theater Movement	CSO	Civil Society Organization
AWA	Akkaraipattu Women's Association	CSR	Corporate Social Responsibility
AWF	Affected Women's Forum	CTF	Consultations Task Force
BOA	Basic Ordering Agreement	CWDU	Child and Women Development Unit
BOI	Board of Investment	DCOP	Deputy Chief of Party
BDS	Berendina Development Services (Gte) Ltd.	DCRMC	Divisional-Level Child Rights Monitoring Committees
CA	Constitutional Assembly	DGP	Development Grants Program
CAFFE	Campaign for Free and Fair Election	DIRC	District Inter-Religious Committee
CAMID	Center for Accessibility, Monitoring and Information on Disability	DO	Delivery Order
CBO	Community-Based Organization	DPO	Disabled Persons Organization
CBP	Capacity-Building Partner	DPTC	District Preschool Teachers Committee
CDO	Community Development Organization	DS	Divisional Secretariat
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women	DSD	Divisional Secretariat Division
CF	Creator's Forum	ECCD	Early Childhood Care and Development
CHANGE	CHANGE Humanitarian Organization	EG	Equal Ground
CHR	Center for Human Rights and Research	EHED	Caritas – Eastern Human and Economic Development
CHRCD	Center for Human Rights & Community Development	EPPTA	Eastern Province Preschool Teachers Association
CHRD	Center for Human Rights and Development	EPZ	Export Processing Zone
CID	Criminal Investigation Department	EVSDOW	Eastern Voluntary Social Development Organization for Women
CMEV	Center for Monitoring Election Violence	FGD	Focus Group Discussions
CMT	Community Monitoring Teams	FHH	Female-Headed Household
COC	Code of Conduct	FOG	Fixed Obligation Grant
COP	Chief of Party	FOSDOO	Federation of Social Development Organizations
Core Values	Community Organizations' Role and Ethos: Value Activism through Leaders' Understanding	FPA	Family Planning Association
	Enhancement Support	FRC	Family Rehabilitation Center
CPA	Center for Policy Alternatives	FTZ	Free Trade Zone
		FY	Fiscal Year
		GA	Government Agent
		GBV	Gender-Based Violence
		GCSS	Global Civil Society Strengthening

GDP	Gross Domestic Product	MPDF	Moneragala People's Development Foundation
GMSL	Green Movement of Sri Lanka	MPL	Muslim Personal Law
GN	Grama Niladhari	MSI	Management Systems International
H2H	Heart to Heart	MWDRF	Mullaitivu Women's Development and Rehabilitation Federation
HEO	Humanitarian Elevation Organization	MWDT	Muslim Women's Development Trust
HHR	Home for Human Rights	NAFSO	National Fisheries Solidarity Movement
HRC	Human Rights Council	NCPA	National Child Protection Authority
HRDs	Human Rights Defenders	NDC	National Delimitation Committee
HUDEC	Human Development Center	NECASL	National Evangelical Christian Association Sri Lanka
ICES	International Center for Ethnic Studies	NewAROW	Network for Advocating Requirements of Women
ICNL	International Center for Not-for-Profit Law	NFFA	Northern Province Fisher People's Alliance
ICS	Institute for Constitutional Studies (Gte) Ltd.	NGO	Non-Governmental Organization
IDP	Internally Displaced Persons	NIC	National Identity Card
IDF	Institutional Development	NNAF	NGO National Action Front
Framework		NPC	National Peace Council
IFGEJ	Islamic Framework on Gender Equality and Justice	NWAAN	Northern Women Action and Advocacy Network
ILO	International Labor Organization	OCA	Organizational Capacity Assessment
ISD	Institute of Social Development	ODF	Organizational Development Facilitator
ITJP	International Truth and Justice Project: Sri Lanka	OGP	Open Government Partnership
IWARE	Islamic Women's Association for Research	OIP	Organizational Improvement Plan
JSAC	Jaffna Social Action Center	ONUR	Office of National Unity and Reconciliation
KV	Kinniya Vision	ORHAN	Organization for Rehabilitation of the Handicapped
KPI	Key Person Interviews	PALTRA	Partners in Alternative Training
LAC	Legal Aid Commission	PCA	Peace and Community Action
LEADS	Lanka Evangelical Alliance and Development Services	PCM	Project Cycle Management
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning	PEB	Preschool Education Bureau
LLRC	Lessons Learned and Reconciliation Commission	PIL	Public Interest Litigation
LRHF	Lanka Rainwater Harvesting Forum	PMC	Preschool Management Committees
LST	Law and Society Trust	PMA	Preschool Teachers' Association
LTTE	Liberation Tigers of Tamil Eelam	PMN	Prathiba Media Network
M&E	Monitoring and Evaluation	PMP	Performance Management Plan
MARDAP	Mannar Association for the Rehabilitation of Differently Abled Persons	PPCC	Professional Psychological Counseling Center
MCC	Mannar Citizen's Committee		
MoH	Ministry of Health		
MoU	Memorandum of Understanding		
MP	Member of Parliament		

PRECIFAC	Presidential Commission of Inquiry to Investigate and Inquire into Serious Acts of Fraud, Corruption and Abuse of Power, State Resources and Privileges	SPICE	Support for Professional and Institutional Capacity Enhancement
PRC	Public Representations Committee	STTA	Short-Term Technical Assistance
PEB	Preschool Education Bureau	SWDC	Suriya Women's Development Center
PTA	Prevention of Terrorism Act	TEC	Total Estimated Cost
PWD	People with Disabilities	TGWCU	Textile Garments Worker's Congress Union
R2L	Right to Life Human Rights Center	TISL	Transparency International, Sri Lanka
RDHS	Regional Director of Health Services	TJ	Transitional Justice
RDS	Rural Development Society	TOT	Training of Trainers
RFA	Request for Application	TPA	Tamil Progressive Alliance
RGNK	Rajarata Gamidiri Nirmana Kaway	UFL	United Federation of Labor
RIID	Reconciling inter-religious and inter-ethnic differences	UK	United Kingdom
RPK	Rajarata Praja Kendaraya	UN	United Nations
RPR	Resources for Peace and Reconciliation	UNICEF	United Nations Children's Emergency Fund
RSSSO	Ruhunu Sisila Social Services Organization	UNHRC	United Nations Human Rights Council
SACLS	South Asian Center for Legal Studies	UPFA	United People's Freedom Alliance
Sarvodaya	Lanka Jathika Sarvodaya Shramadana Sangamaya	USAID	United States Assistance for International Development
Savisthri	Savisthri Women's Movement	USF	Uva Shakthi Foundation
SCF	Sirakukul Cultural Foundation	VAW	Violence against Women
SCRM	Society for Citizens' Rights of Mullaitivu	VCRMC	Village Child Rights Monitoring Committee
SDJF	Sri Lanka Development Journalists Forum	VOI	Voice of Image
SDS	School Development Societies	VSSOA	Voluntary Social Service Organizations Act
SEED	Social Economical and Environmental Developers	WANT	Women Action Network
SEUSL	South Eastern University of Sri Lanka	WAS	Women's Affairs Society
SFM	Secretariat for Muslims	WC	Women's Center
SGBV	Sexual and Gender-Based Violence	WDF	Women's Development Foundation
SHG	Self-Help Group	WDO	Women's Development Officers
SIPL	Strategic Inspirations (Pvt.) Ltd.	WIN	Women in Need
SLBC	Sri Lanka Broadcasting Cooperation	WRDS	Women's Rural Development Society
SLCDF	Sri Lanka Center for Development Facilitation	YCWM	Young Christian Workers' Movement
SLF	Sri Lanka Foundation	ZDE	Zonal Director of Education
SLFP	Sri Lanka Freedom Party	ZEO	Zonal Education Office
SOP	Standard Operating Procedure	ZOA	ZOA: Relief, Hope and Recovery

EXECUTIVE SUMMARY

The Support for Professional and Institutional Capacity Enhancement (SPICE) project is funded by USAID/Sri Lanka and implemented by Management Systems International (MSI) in cooperation with the International Foundation for Electoral Systems (IFES) and the International Center for Not-for-Profit Law (ICNL). It functions under the oversight of Counterpart International, which ~~holds~~ holds the Global Civil Society Strengthening (GCSS) Leader with Associates award.

Since the end of hostilities in 2009, the small amount of space awarded to Sri Lankan civil society to engage in protecting rights and promoting reconciliation and religious and ethnic co-existence was receding rapidly. The SPICE project launched as the clamp-down on freedoms of speech, dissent, right to information and human rights activism was intense. The project was designed to provide grants to national and regional civil society organizations (CSOs) to implement activities to protect rights, promote reconciliation and increase active and informed citizen participation to achieve its overall purpose: **“Expanded space for independent collective action by citizens, particularly in war affected areas, with regard to the key issues of governance, inclusion, reconciliation and development.”** Three outcomes were developed and defined to achieve this goal with gender equality integrated as a crosscutting theme throughout the project’s implementation. A detailed description on and the background for the SPICE project’s results framework, its outcome areas and supporting indicators is in Section I.

In its four years and five months of operation, the SPICE project awarded 117 grants to 67 organizations throughout Sri Lanka. SPICE provided systematic capacity development support to 29 SPICE grantees through two phases of the project. It also provided support to 14 grantees of USAID’s Development Grants Program (DGP). Nineteen organizations (17 of them women’s organizations) worked specifically to promote gender equality among communities and protect women’s rights and 35 forums that comprise duty bearers and rights holders were supported to address gender-based violence (GBV). The project supported 205 CSOs to engage in advocacy interventions focused on promoting active citizenship, participation and inclusion at the national, regional, district and grassroots levels; and similarly, more than 300 events, trainings and other activities received support to promote peace and reconciliation among conflict actors. SPICE grantees trained 1,676 human rights defenders (HRDs) to play a critical role as grassroots watchdogs by monitoring and voicing human rights issues and supporting those affected. More than 70 percent of SPICE supported organizations believe that their participation/supported interventions have made an impact on development and/or governance decisions at local or national levels and 231 community projects were carried out with active participation of citizens through the support of grantees or grantee-supported CSOs during the project period.

Through its portfolio of 117 grants to national and regional CSOs, SPICE support reached citizens in all 25 districts of Sri Lanka. Target populations included war-affected communities in the Northern and Eastern provinces, such as women who are widowed/heads of households, families of the disappeared and the detained, victims of torture, ex-combatants, the landless, fisher communities, GBV survivors, internally displaced communities and people with disabilities. In other areas, SPICE grantees have supported target populations such as plantation communities in the Central Province, rural farmers, migrant workers, apparel sector workers, Buddhist monks, Muslim leaders and clerics, the lesbian, gay, bisexual, transgender and intersex (LGBTI) community, voters with disabilities and general practitioners in the regions.

The SPICE project’s substantial accomplishments have taken place against the backdrop of a difficult political climate. By 2015, Sri Lanka’s political environment transitioned to one with greater opportunities for civil society action and engagement with the newly elected government. The change prompted SPICE to realign its strategies to capitalize on the possibilities of a more open government and less restrictive space for civil society work while continuing its focus on the project’s three outcome areas of 1) protecting citizens’ rights; 2) enhancing civil society support for development, reconciliation and governance; and 3) providing systematic capacity-building support to CSOs.

The strategies, outcomes and achievements of the SPICE project are discussed in detail in Section 3 of this report. SPICE supported a broad spectrum of interventions across the country and the contributions they made to support CSOs engagement in these areas are numerous and significant.

The project improved protection of citizens' rights by CSOs. To achieve this, SPICE:

- Worked with national and regional organizations to protect the human rights of civilians. This included working on and advocating for critical and pressing human rights issues (e.g., torture, disappearance, arbitrary detention, women's rights, protection of minority rights and the rights of vulnerable populations and marginalized groups).
- Provided resources for organizations that struggled to remain operational **because of** the restrictive context (during the years 2012–2014 in particular) and reduced donor funds. SPICE was a vital lifeline particularly for smaller, regional CSO groups working on rights.
- Supported grantees to develop, train and mobilize a vibrant pool of rights activists and HRDs to function as grassroots watchdogs on the dealings of the state and to monitor rights violations in their villages/communities.
- Partnered with CSOs that provide legal assistance, counsel and other forms of aid to vulnerable groups, including detainees and their families. National-level CSOs were supported to challenge discriminatory and questionable government policies in court and in public debate.
- Supported CSOs to document human rights violations and the policy and practice of the state and its institutions in upholding rights and accountability. Valuable research, documentation and resources have been developed to inform the public and strengthen advocacy responses.
- Supported work that addressed sexual and gender-based violence (SGBV), improved the lives, rights, well-being and inclusivity of vulnerable women, including those who are heads of their household, the war-affected, Muslim women and girls and SGBV survivors. The interventions supported civil society's engagement on these issues at operational and policy levels, while aiming to develop local government capacities and support collaborative structures to prevent violence against women.

The project ensured more inclusion and active citizen participation in development, reconciliation and governance. To achieve this, SPICE:

- Worked with the most marginalized to promote their participation and inclusion within their communities. Initiatives included supporting the acquisition of critical identification documents for vulnerable groups and informing communities on voter registration processes and ways to exercise their right to franchise.
- Used a variety of approaches to support CSOs to engage and complement the government's reform agenda. SPICE grantees engaged with high-level policymakers, advocated for policy and practice change and lobbied for improvements in the ongoing reconciliation and constitutional reform processes. SPICE also supported grantees and grantee-supported citizens' groups to engage with local government authorities.
- Improved citizen understanding of and participation in transitional justice (TJ) mechanisms and processes through awareness promotion, grassroots and community messaging, and mobilizing communities to engage and challenge the government's proposed TJ processes.
- To promote reconciliation, SPICE established and strengthened inter-religious and inter-ethnic forums, facilitated people-to-people interactions, implemented innovative and transformative programs to create champions for reconciliation and supported youth groups with a message of reconciliation.
- Supported several CSOs that work directly with affected/marginalized communities to help their social inclusion programs. These included CSOs working with people with disabilities, families of the disappeared, survivors of torture, ex-combatants, survivors of gender-based violence, etc.

The project enhanced the management and technical capacity of Sri Lankan organizations supporting civic participation and inclusive development.

SPICE provided systematic capacity development support using dedicated organizational development facilitators (ODFs) to 29 SPICE grantees. It also provided support to grantees of USAID's development

assistance program. In addition, SPICE supported the sector-wide capacity-building initiatives through analysis and training (e.g., civil society roundtables, Community Organizations' Role and Ethos: Value Activism through Leaders' Understanding Enhancement Support training, etc.). Achievements included:

- Delivered two rounds of the Community Organizations' Role and Ethos: Value Activism through Leaders' Understanding Enhancement Support (Core Values) training, which addressed gaps in SPICE partner capacity, especially for second-level leaders, and helped articulate and act on their core identities and values as civil society leaders.
- Raised awareness among civil society on the restrictive Sri Lankan legal framework by supporting CSO roundtables and related research and advocacy on the operational and regulatory environment for CSOs.

In the face of a challenging and transitioning operational context, through a combination of strategic grant-making, diligent security and risk management, high quality technical and organizational development inputs and networking support, SPICE had a significant impact in the country. This is explained in more detail in Section 4. Key impacts achieved include:

- Enhanced the ability of civil society to contribute to the democratic transition and ensured that civil society priorities became part of new government's reform agenda.
- Enabled civil society to maintain pressure on the Sri Lankan Government in international fora, such as the United Nations Human Rights Commission, on human rights and to inform and influence these processes.
- Helped civil society organizations adapt and improve their ability to advocate for a reform agenda in a complex but relatively open environment.
- Equipped CSOs to bring forth citizen perspectives as well as best practice to the larger transitional justice and reconciliation process.
- Enhanced CSOs' ability to be inclusive of and responsive to women's rights.
- Enhanced the credibility and legitimacy of local civil society collectives which improved their engagement with local government.
- Enhanced CSOs' abilities to work with very vulnerable segments of the population to better integrate them into the social, governance and economic systems.
- Facilitated stronger and sustainable collective responses through supporting organic networks, coalitions and collectives.
- Improved capacity of selected CSOs to be more accountable and democratic, with better internal management and valuing a culture of continuous organizational development.
- Enabled the CSOs to develop an empirically and conceptually strong basis on which to engage with the government on CSO operational space and regulatory framework.

Section 5 outlines SPICE's contributions toward lessons and strategies for working with CSOs to effect change in closing environments.

SPICE Delivered

 **117** Sub-Grants, **23** In-Kind Grants
to **67** Civil Society Organizations (CSO),

of which **17** were Women's Organizations' 

 **43** CSOs Provided Systematic Capacity Building

349 CSO Supported Governance/ Community Development Initiatives

231 Community Projects by CSOs

79% CSOs were Part of a Local/ National/ International Network

 **1,676** HRDs Trained & Supported  1,206  470

 **407** Cases Handled by **7** CSOs including FR, PTA and DV

 **6,466** Legal Aid & Survivor Assistance  3,975  2,491

 **4,236** GBV Survivor Assistance & Support Services  4,105  131

 **99,968** People Reached on Human Rights Awareness  63%  37%

 **37,911** Individuals Obtained Key Civic Documents  54%  46%

 **88%**

CSOs Supported are Active in Governance/ Development/ Reconciliation

 **327** Trainings/ Events/ Programs Designed to Build Peace/ Reconciliation



 **35** Government - Civil Society Joint Mechanisms Operate to Respond to GBV Issues

617 Events/ Trainings/ Programs Promoting Awareness on & Citizen Participation in Governance and Democracy

SPICE Capacity Development Support

43 CSOs (SPICE 29 + DGP 14) Received Support through **6** Capacity Development Partners

& **20** Organization Development Facilitators (ODFs) plus SPICE Team

686 CSO Staff members Trained  364  322

Key Capacity Building Interventions

Governance

27 Strategic Plan/ Strategic Agenda Developed/ Revised

12 Governance Systems/ Structures Improved

7 CSO Constitutions Improved/ Registration Formalized

Finance Management

15 Finance Manual/ Guidelines Developed/ Revised

12 Setting-up/ Training on Financial Systems

Human Resource Management

8 Skill Audits Facilitated

7 Human Resource Manuals Developed/ Revised

4 Leadership/ Supervisory Skills Training

Project Cycle Management

13 Project Design, Implementation, Monitoring Skills Training & System Support

6 Organizational Management Skills Development/ System Support

4 Gender Integration in Project Development Supported

CORE **63** CSO Leaders from **59**

VALUE CSOs Underwent a **7** Module

 **33**  **30** Training Program

- Role of CSOs
- Competing Nationalisms
- Advocacy & Networking
- Ethnicity & Identity
- Gender & Culture
- Governance & Accountability

137 People Representing

89 Organizations Engaged through **4** Regional & **1** National

Roundtable Discussion, and Made Submission on CSO Operational Space and Regulatory Framework to the Government

Civil Society Space

 **57**  **80**

I. INTRODUCTION

The Support for Professional and Institutional Capacity Enhancement (SPICE) project was a Leader with Associates (LWA) award under the Global Civil Society Strengthening (GCSS) held by Counterpart International (CI). SPICE was funded by USAID/Sri Lanka and implemented by Management Systems International (MSI) in Sri Lanka in cooperation with the International Foundation for Electoral Systems (IFES) and the International Center for Not-for-Profit Law (ICNL). The SPICE project commenced on the December 19, 2012, and concludes on June 19, 2017, with in-country operations having wound down on May 19, 2017.

Program Description and Subsequent Modifications

The SPICE project, which is USAID's civil society flagship project, aimed to sustain a range of institutions, their programs and advocacy strategies that promote pluralistic values and the inclusion of marginalized populations. The SPICE project was originally intended to be implemented from December 20, 2012, through December 19, 2015, with a total estimated cost (TEC) of \$12 million. Though the program description underwent a few modifications, it retained its overall goal and focus of expanding civil society space and promoting rights, reconciliation, active citizenship and inclusion through its implementation period.

The three-year program was designed to address the problem of **diminished democratic space for effective civic engagement and the protection of citizen rights** in post-war Sri Lanka, where the political climate in 2012 was restrictive and undermined the sustainability of civil society organizations (CSOs). The context in Sri Lanka was becoming increasingly constrained for human rights and governance work and pro-minority/inter-religious activities. To encourage and enable Sri Lankan civil society to play a more active and catalytic role in development, rights and governance, SPICE provided grants to national and regional CSOs to implement activities to protect rights, promote reconciliation, co-existence and inclusion, and increase active and informed citizen participation.

SPICE support was intended to sustain critical civil society voices and institutions at the national and regional levels. Initially, SPICE support for the districts targeted Sri Lanka's conflict-affected regions and emphasized support for CSOs whose beneficiaries included war-affected populations, minority groups and the poor, with youth receiving special emphasis across these sub-groups. Gender equality and women's empowerment remained a crosscutting theme throughout the project period. The proposed work on corporate social responsibility was removed based on discussion between the Mission and the government. Further, at the Mission's request in 2014, the project placed increased emphasis on youth engagement and people-to-people initiatives to promote reconciliation. This modification made it possible to support CSOs' efforts in the south and in the plantation sector. SPICE also carried out an extensive program of capacity building with formal training, mentoring, systems development and technical assistance for its grantees, and grantees from USAID's Development Grants Program (DGP).

The presidential election in January 2015 saw the defeat of the incumbent President Mahinda Rajapaksa and a change in Sri Lanka's operational context. President Maithripala Sirisena's new alliance government unveiled its package of governance reforms and an agenda for delivering reconciliation and good governance. This resulted in an expansion of civil society space and relaxation of operational constraints in most parts of the country. SPICE responded to the context and adapted its overall program to support interventions relevant to the evolving context. There was a need to harness CSO capacities to not only respond to this political transition, but also support CSO engagement in preparing for and delivering meaningful ~~transitional justice~~ and reconciliation processes across Sri Lanka. In response to this and the consequent need to make changes to grantee activities, the SPICE project was extended for 15 more months, through June 19, 2017, by way of a modification. The final modification was framed

within the transition Project Appraisal Document (PAD) that the Mission developed after extensive consultations and assessments post 2015.¹

During its four years and six months of implementation, the SPICE program designed, adapted and delivered projects that aimed to achieve its overall purpose of **expanded space for independent collective action by citizens, particularly in war affected areas, with regard to the key issues of governance, inclusion, reconciliation and development.**²

Three main outcomes expected from the project interventions were adapted and designed to achieve this overall purpose, including:

Outcome 1: Improved protection of citizens' rights by Sri Lankan organizations and critical indigenous organizations advocating for pluralism, democratic values and rights are sustained.

Outcome 2: Expanded civil society support for more inclusive, active citizen participation in development, reconciliation and governance.

Outcome 3: Enhanced management and technical capacity of Sri Lankan organizations supporting civic participation and inclusive development.

The original outcomes were defined broadly to support civil society work during constrained times where political pressure and surveillance of CSOs, especially those promoting human rights, accountability, minority inclusion and democracy, severely limited civil society space. Further, the original outcomes were found to be defined broadly enough to remain relevant to Sri Lanka's transitioning context. The strategic approaches and partnerships within each outcome area evolved through the project period. They were developed and adapted over time, taking into consideration lessons from grants already made (partner mix, design and implementation) and operational constraints (the need to have a mix of themes/grantees for government reporting, approval and access), as well as based on the quality of applications that were received through the request for application (RFA) and annual program statement (APS) processes.

The indicators designed to measure each outcome remained valid throughout the four years of implementation and the targets were revised when the project was extended another year. The only substantive changes have been the addition of two indicators to capture the CSO engagement with governance and democracy activities after the transition in 2015 and the creation of joint forums with CSOs and government duty bearers (described in detail below).

Following the modifications in 2014, SPICE operated under three components instead of the original five components until September 2015. Components 1 and 2 both contributed to outcomes 1 and 2. Component 3 contributed to outcome 3 (see Table I).

In 2014 and 2015, under Component 1, the SPICE project provided grants to local organizations that support the articulation of independent opinion and critical voices, encouraging national discourse and policies that promote pluralism and rights. These organizations are generally based in Colombo District, but focus their activities island-wide. Under Component 2, the SPICE project supported regional and local organizations and initiatives with the ability to organize and empower the most vulnerable people in their communities for social and economic action and, where possible, to advocate for civil and political rights. These organizations support processes that engage with local government, enhance social inclusion, reconciliation and protect human rights. Under Component 3, the SPICE project delivered professional and institutional capacity building services to its sub-grantees as well as the Mission's grantees receiving direct financial support from USAID.

¹ The PAD focused on the following objectives: **Objective 1:** Strengthened cohesion among regional, ethnic and religious communities; **Objective 2:** More effective and accountable democratic governance; and **Objective 3:** More inclusive economic opportunities and growth. ² SPICE defines "space" as a recurring setting in which people can exchange information and ideas; this includes civil society as an aggregate, as well as civil society groups and the space the state allows citizens for independent collective and individual action and their exercise of rights.

As of October 2015, and in response to the changing political and socio-economic context described above, the SPICE program modified its project components to reflect and adapt to the transition. To continue responding to the critical needs of civil society in Sri Lanka as originally envisaged and continue to work on developing organizational capabilities, SPICE retained Component 3, but merged Components 1 and Component 2.³

Under the new Component 1, the SPICE program continued to provide grants to Sri Lankan organizations with the overall objective of expanding and consolidating civil society space for independent and collective actions by citizens. Component 1 also supported regionally based, local organizations with the ability to organize and empower the most vulnerable people in their communities for social and economic action. These organizations supported processes that enhanced social inclusion and encouraged constructive citizen engagement in promoting good governance and active and informed citizen participation in policymaking and service delivery. Under Component 2 (previously Component 3), the SPICE program continued to deliver professional and institutional capacity building services to its sub-grantees as well as organizations from USAID's Development Grants Program (DGP).

³ The new components were: **Component 1:** Support targeted national indigenous organizations to promote pluralism, rights and national discourse and support regional indigenous organizations to promote responsive citizenship and inclusive participation; and **Component 2:** Strengthen the internal management capacity of indigenous organizations.

TABLE 1: SPICE COMPONENTS, OUTCOMES AND KEY MODIFICATIONS

DECEMBER 2012 ⁴		MODIFICATION IN FEBRUARY 2014		MODIFICATION IN OCTOBER 2015 ⁵	
Proposed Components	Proposed Outcomes	Modified Components and Contributing Outcomes		Modified Components and Contributing Outcomes	
Component 1: Support Targeted National Indigenous Organizations	Outcomes 1&4: Improved protection of citizens' rights by indigenous organizations & Critical indigenous organizations advocating for pluralism, democratic values and rights are sustained	Component 1: Support Targeted National Indigenous Organizations	Outcome 1: Improved protection of citizens' rights by Sri Lankan organizations.	Component 1: Support Targeted National Indigenous Organizations to Promote Pluralism, Rights and National Discourse and Support Regional Indigenous Organizations to Promote Responsive Citizenship and Inclusive Participation	Outcome 1: Improved protection of citizens' rights by Sri Lankan organizations.
			Outcome 2: Expanded civil society support for more inclusive, active citizen participation in development, reconciliation and governance		Outcome 2: Expanded civil society support for more inclusive, active citizen participation in development, reconciliation and governance
Component 2: Support Regional Indigenous Organizations to Promote	Outcome 2: Strengthened contribution by indigenous organizations	Component 2: Support Regional Indigenous Organizations to Promote Responsive	Outcome 1: Improved protection of citizens' rights by Sri Lankan organizations.		

⁴ SPICE Technical Proposal 2012

⁵ In July 2015, the SPICE project received a (second) modification of a three-month, no-cost extension. No changes were made to the three components and their corresponding outcomes.

DECEMBER 2012 ⁴		MODIFICATION IN FEBRUARY 2014		MODIFICATION IN OCTOBER 2015 ⁵	
Proposed Components	Proposed Outcomes	Modified Components and Contributing Outcomes		Modified Components and Contributing Outcomes	
Responsive Citizenship and Inclusive Participation	to national dialogue and advocacy in support of pluralism, inclusion and reconciliation	Citizenship and Inclusive Participation	Outcome 2: Expanded civil society support for more inclusive, active citizen participation in development, reconciliation and governance		
Component 3: Strengthen the Internal Management Capacity of Indigenous Organizations	Outcome 3: Enhanced management and technical capacity of indigenous organizations supporting civic participation and inclusive development	Component 3: Strengthen the Internal Management Capacity of Indigenous Organizations	Outcome 3: Enhanced management and technical capacity of Sri Lankan organizations supporting civic participation and inclusive development.	Component 2: Strengthen the Internal Management Capacity of Indigenous Organizations	Outcome 3: Enhanced management and technical capacity of Sri Lankan organizations supporting civic participation and inclusive development.
Component 4: Improved Design of Corporate Social Responsibility Strategies					
Component 5: Support Windows of Opportunity or Mitigate Localized Conflicts					

Background and Operational Context

Eight years after the end of the war, much of Sri Lanka has returned to normalcy, with improvements in overall security and freedom of movement, infrastructure and investment. While immense challenges still exist in realizing democratic consolidation, accountable governance and reconciliation with justice, the environment now is more conducive for civil society activism. Segments of civil society in Sri Lanka are still regarded as the inconvenient watchdogs by the government. Yet these CSOs are crucial participants in the humanitarian relief, development and democratization processes taking place in the country. CSOs continue to be the critical connection between war-affected and vulnerable populations and the state. The organizations help articulate the needs of the grassroots to the state and international community, draw attention to issues, propose alternatives, help hold government accountable, promote rights and inclusion and ensure a platform for a diversity of voices.

In December 2012, when the SPICE project commenced its operations, post-conflict regions of Sri Lanka still suffered from the residual impacts of war. Displacement, poverty, psychological trauma and the added insecurities that come with militarization and social exclusion continued to affect communities residing in the Northern and Eastern provinces and bordering areas. Mahinda Rajapaksa's government focused on consolidating power at the center, and even by 2014, the government and its military did not display any signs of reducing effective control of and footprint in the conflict-affected regions. Participation in governance, outside of voting in elections, was weak throughout the country and reconciliation and inclusion were far from becoming a reality.

By December 2014, the status of human rights in Sri Lanka had not made the kind of progress for which many Sri Lankans had hoped. While cases of torture and disappearances had diminished since the war's end, detentions were still common and minority groups in the Northern and Eastern provinces were still at risk from the heightened surveillance, checks and oppressive militarization. Further, the pervasive culture of impunity in Sri Lanka curtailed any efforts by civil society and the international community to address past and ongoing rights violations. There was an organized attempt to whip up communal tensions that spread unchecked and created a sense of fear and helplessness among minorities. Reconciliation work was confined to the parameters of recommendations of the government's Lessons Learnt and Reconciliation Commission; the government disowned even that for practical purposes by 2014. It continued to focus on reconciliation principally through infrastructure-led economic development.

An onslaught of defamation campaigns painted the critical and questioning voices of CSOs and activists as "foreign- or Western-sponsored" — a convenient way by the Rajapaksa administration to stigmatize and marginalize civil society while reinforcing notions of sovereignty. The nationwide clampdown on civil society, accompanied by restrictions on media and freedom of expression, was a convenient way to prevent civil society from addressing politically sensitive topics such as corruption, transparency and wartime accountability. The combination of restrictive laws like the Prevention of Terrorism Act (PTA) and other regulations that promulgated situations of emergency in the country; and the stigmatization of human rights defenders (HRDs) and organizations had an insidious effect on wider civil society. Extra legal and administrative mechanisms compounded this, particularly in the North and East of the country, throttling the free functioning of CSOs. Many organizations chose not to speak out against the widespread human rights abuses taking place or the state-sponsored policies and directives that curtailed their operations. Many organizations also chose not to implement activities and projects that address potentially sensitive and "risky" issues for fear of reprisal, restrictions or the increasingly real possibility of having to cease operations.

Civil society space was rapidly diminishing, and the years between 2009 to 2014 saw the Rajapaksa administration intensify its restrictions across the country. It did not just limit surveillance and rhetoric against CSOs and non-governmental organization (NGO) to activists and human rights organizations working on the most controversial issues (e.g., accountability for grave human rights abuses and alleged war crimes); it also attempted to curtail and censor the operations of CSOs engaged in addressing what were, until then, uncontroversial issues, whose complexity and deep-rooted potential for controversy

and tension came to light only when peace and reconciliation finally become possible (e.g. Land rights activists, national question etc.).

Working in this context while also challenging it was fraught with repercussions. The operational restrictions and the responsibility placed on the handful of CSOs on the ground that were willing to remain engaged meant that the little space left for civil society would not increase, but would in fact decrease. Those left to challenge the current state of affairs, with the capacity to navigate restrictions or circumvent the risks, were rapidly decreasing.

The presidential election on January 8, 2015, ushered in a dramatic change in the political order. Civil society made a crucial contribution. This was further reinforced by the ruling coalition's victory in the August 17, 2015, parliamentary elections. The subsequent formation of the Unity government through a consensus arrangement between the two main political parties opened up possibilities for consolidation of democratic gains and greater civic engagement in governance. Constitutional reform and a reconciliation process underwritten by principles of [T](#) gained fast traction. The tone and policy trajectory of the new government renewed the potential for meaningful initiatives toward inclusivity and social cohesion. The government's recognition of civil society and the less-constrained operational space gave the civil society a more active role in these rights, governance and reconciliation processes. Though the reform process is slowing palpably and frustrations are growing among sections of the civil society, the operational context for collective citizen engagement remains open and vibrant. The challenge to civil society now relates to choice of position, alliances and strategies to influence/pressure the government in its reform efforts.

Description of the Problem, Development Hypotheses and Theory of Change

The SPICE project sought to address the problem of alarmingly diminished space for effective civic engagement and the protection of citizen rights as the major development objective identified by the U.S. Government's Country Development and Cooperation Strategy (2011–2013): a strengthened relationship between the state and its citizens, which will allow for greater reconciliation and protection of citizen rights. Since then, Sri Lanka has experienced considerable change, though it is still in a transition phase and most of the change has not fully manifested in the country. The change, while opening new opportunities, has also introduced new challenges to civil society.

A key obstacle in this process was the gap between powerful governmental actors and groups that [can](#) represent citizen concerns and advocate on their behalf such as civil society. The logical framework (LogFrame) for this project outlines several reasons for these gaps and proposes ways in which this project would seek to address identified weaknesses. The crucial weaknesses were identified as: the sector's limited positive collaboration with governmental entities; the constraints faced by the sector in terms of financial and human resources; a limited capacity and understanding of citizen-centered advocacy; and limited interaction on issues of importance to citizens. These constraints led to problems within the civil society sector, all of which resulted in ineffectiveness at addressing citizen and government concerns.

In December 2012, The SPICE project sought to address the problem of alarmingly diminished space for effective civic engagement and the protection of citizen rights. This included issues pertaining to:

- The reduced role for civil society and citizens' groups in governance and government accountability.
- Weaknesses in civil society that open it to government criticism and public dislike. The reduction in donor funding has exacerbated civil society weaknesses at a time of growing government pressure.
- Limited citizen participation in political and development decision-making at the provincial, district and village levels, particularly in the north and the east, but increasingly in other regions as well.
- Reduced opportunities for independent collective action by citizens in pursuit of economic, social and cultural interests.
- Constricted and often unproductive national and local dialogue [on](#) democracy, power sharing, rights, inclusion and reconciliation.
- Limited institutional checks on the growing power and expansion of the roles of the executive branch and the military.

- Increased tensions between religious groups driven by the ascendancy of extremist groups, allegedly with backing from elements within the government.

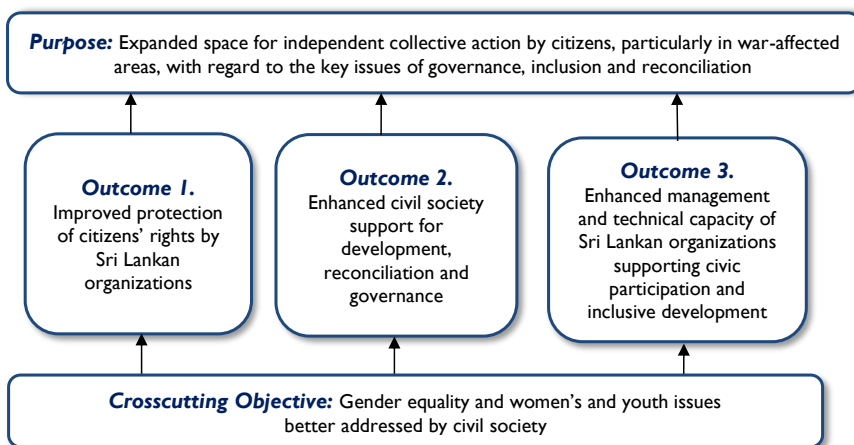
In 2014, the crucial weaknesses were identified as: the sector’s limited positive collaboration with governmental entities; the constraints faced by the sector in terms of financial and human resources; a limited capacity and understanding of citizen-centered advocacy; and limited interaction on issues of importance to citizens. Added to the challenges outlined above, civil society groups faced increasingly invasive attempts to control their work and activism on the ground. Several SPICE grantees faced operational challenges during the project’s first year of implementation.

The SPICE project addressed these challenges in turn, to strengthen civil society’s ability to play a partnering role between citizens and their governmental representatives. SPICE encouraged and enabled CSOs to play a more active and catalytic role with regard to governance, inclusion, reconciliation, protection and development at the national, regional and local levels. Interventions promoted grantees to engage with provincial and local government structures and formed or strengthened links between the state bodies and communities. Grants, capacity building and direct technical assistance for CSO staff, support for linking organizations together to strategize and develop common platforms in the background all are vital to the function of these groups.

SPICE Results Framework (RF)

The results framework, performance on performance management plan (PMP) indicators and periodic topical qualitative analyses of grantee efforts guided SPICE planning and management, and informed overall assessments of SPICE’s performance. This framework aligned well with objectives provided in the SPICE program description (above) and the Mission’s democracy, human rights and governance (DRG) linked results framework, which emphasizes rights, participatory governance and the stabilization of conflict-affected communities.

FIGURE 1: SPICE RESULTS FRAMEWORK⁶



⁶ Based on the original program description, this was first formulated in the Year 1 work plan and followed through in subsequent years.

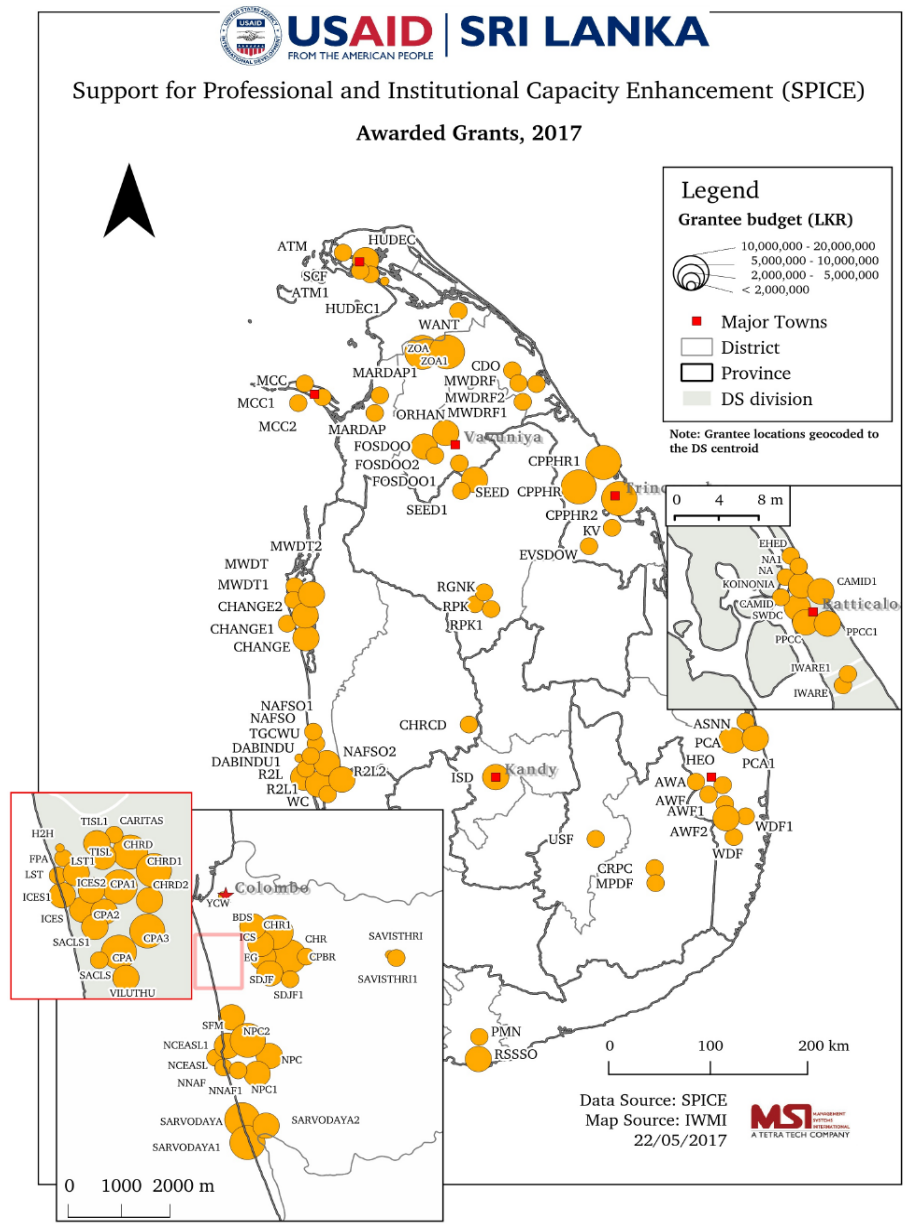
TABLE 2: LIFE-OF-PROJECT RESULTS

SPICE Intermediate Results (IRs)	SPICE Indicator		Data Collection Method	LOP Targets	
Purpose: Expanded space for independent collective action by citizens, particularly in war affected areas, with regard to the key issues of governance, inclusion, reconciliation and development	0.1	% target civic groups that believe they have had an impact on development &/or governance decisions	SPICE calculates based on grantee records, interviews of grantees, beneficiaries and observation of grantee activities.	Target	75%
				Achievement	73%
				% of Variance	-3%
	0.2	# local/community projects related to development, reconciliation, inclusion, governance and rights completed with active citizen participation	MSI calculates based on grantee records, interviews of grantees, observation of grantee activities.	Target	225
				Achievement	231
				% of Variance	3%
	0.3	"Most significant change" in target groups/communities resulting from target group efforts	SPICE staff collect data through Interviews with staff in target CSOs, community leaders, and independent experts, and review of grantee project records.	Target	45
				Achievement	42
				% of Variance	-7%
Outcome I: Improved protection of citizens' rights by Sri Lankan organizations	1.1	# domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support	SPICE Staff collect data through reviewing grantees' activity reports and through the periodic reviews carry out with grantee.	Target	48
				Achievement	55
				% of Variance	15%
	1.2	# individuals from low income or marginalized communities who received legal aid or victims assistance with USG support	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Target	42,500
				Achievement	46,689
				% of Variance	10%
	1.2.1	# people benefitted by USG-funded interventions providing GBV services	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Target	3,760
				Achievement	4,236
				% of Variance	13%
	1.2.2	# people who received key government identification and other vital legal documents with assistance from target groups	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Target	36,815
				Achievement	37,911
				% of Variance	3%
1.2.3	# beneficiaries of other legal aid or victims assistance		Target	4,170	

SPICE Intermediate Results (IRs)	SPICE Indicator	Data Collection Method	LOP Targets			
	1.3	# human rights defenders trained and supported	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	6,466	
				% of Variance	55%	
				Target	1,500	
	1.4	# people reached by <u>human rights</u> HR awareness-raising activities	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	1,676	
				% of Variance	12%	
				Target	74,000	
	1.5	# legal cases handled by target NGOs	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	99,968	
				% of Variance	35%	
				Target	330	
	Outcome 2: Expanded civil society support for more inclusive, active citizen participation in development, reconciliation, and governance.	2.1	% target civic associations active in community development & governance	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	407
					% of Variance	23%
					Target	330
2.2		# USG-funded organizations representing marginalized constituencies trying to affect government policy or conducting government oversight	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	88%	
				% of Variance	17%	
				Target	75%	
2.3		# civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	258	
				% of Variance	26%	
				Target	205	
2.4		# USG supported events, trainings, or activities designed to build support for peace or reconciliation among key actors to the conflict	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	205	
				% of Variance	5%	
				Target	195	
2.5			Achievement	327		
			% of Variance	9%		
			Target	70%		

SPICE Intermediate Results (IRs)	SPICE Indicator	Data Collection Method	LOP Targets		
		% target civic groups participating in at least one network	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	79%
			% of Variance	13%	
			Target	60%	
	2.6	Index of strength of networks supported	SPICE staff collect data though carry out focus group discussion with the selective network members. A participatory assessment is carried out.	Achievement	72%
				% of Variance	20%
				Target	48
	2.7	# critical Sri Lankan organizations advocating pluralism, human rights and democracy that remain active	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	55
				% of Variance	15%
				Target	275
	2.8	# USG supported events, trainings and other interventions promoting awareness and citizen participation in governance and democracy	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	617
				% of Variance	124%
				Target	25
2.9	# Forums supported to address gender-based violence that brings together duty bearers and right holders	SPICE staff collect data through reviewing grantees' activity reports. A source sheet is used to maintain the data.	Achievement	35	
			% of Variance	40%	
			Target	80%	
Outcome 3: Enhanced management and technical capacity of indigenous organizations supporting civic participation and inclusive development	3.1	% of target Sri Lankan organizations meeting improvement benchmarks in a capacity building plan	SPICE staff collect data through review the capacity development partner's activity reports and carry out benchmark review with organizations' key members.	Achievement	77%
			% of Variance	-4%	
			Target	67	
	3.2	# Sri Lankan organizations receiving capacity building support	SPICE staff collect data through reviewing activity reports. A source sheet is used to maintain the data.	Achievement	90
				% of Variance	34%
				Target	460
	3.3	# people trained in specific areas designed to improve Sri Lankan organization institutional capacity	SPICE staff collect data through reviewing activity reports. A source sheet is used to maintain the data.	Achievement	686
				% of Variance	49%
				Target	

FIGURE 2: GRANT DISTRIBUTION BY LOCATION



2. OPERATIONAL DETAILS

MSI was responsible for in-country implementation of the SPICE project. The implementation was carried out through three offices based in the Colombo, Batticaloa and Vavuniya districts. The Colombo District office operated throughout the project period for four years and five months. The office in Vavuniya District was opened during the second year of the projects as grants in the areas picked up while the Batticaloa office was closed early in the fourth year, thereby each of the field offices being in operation for about three years of project duration.

SPICE issued 117 sub-grants to 67 unique Sri Lankan [civil society organizations CSOs](#). Thirty-five of these grants were awarded to 21 women's organizations.⁷ In addition to established CSOs at the national and regional levels, SPICE reached out to many smaller district based organizations, as Figure two illustrates. For many of these organizations, it was their first experience in receiving and managing USAID grants. The SPICE team had to be structured to provide technical assistance as well as support for them to meet the required compliance standards. IFES supported work of Muslim women's rights work until 2015 while ICNL provided support on the CSO regulatory framework related interventions [from 2015 through to the end of the period](#).

SPICE implemented the grants program and the capacity building intervention in parallel tracks. The support to grantees in terms of design and implementation and monitoring quality was handled by program focal points. Finance and grants officers provided support in ensuring compliance. Each office had a gender focal point as well as a monitoring and evaluation specialist. They provided technical inputs during implementation [and also](#) contributed to capacity building. The capacity-building team, under the management of the deputy chief of party (DCOP), consisted of two managers and a regional capacity-building coordinator. They were supported by the finance, administrative and logistics teams. The in-country staff received sound technical and backstop support from MSI's home office [in the form program](#) through a coordinated effort of operational support and in-country technical assistance.

SPICE Grants Process

SPICE chose to solicit applications using the APS and RFA processes. Drafts of APS and RFA documents were shared with USAID and feedback incorporated before finalizing them. After the first 19 grants, which had been part of the original proposal and were sole-sourced to meet the program goal of sustaining critical CSO voices, the rest of the 98 grants were awarded competitively through the APS and RFA mechanisms. The APS that came out during the end of the first year, in a closing environment, focused more (though not exclusively) on Outcome 2. It was widely and repeatedly circulated: through direct mail as well as by making it available for the USAID Mission and international NGOs for wider circulation. Through direct mailing alone, it reached more than 597 CSOs, who were free to share it with others as well. Table 3 shows a breakdown.

TABLE 3: NUMBER OF CSOs REACHED THROUGH DIRECT MAIL

District	# Reached	District	# Reached	District	# Reached
National	68	Ampara	31	Matale	21
Jaffna	28	Pollonnaruwa	24	Mullaitivu	13
Mannar	14	Monaragala	14	Nuwara Eliya	15
Vavuniya	29	Galle	30	Kilinochchi	14
Batticaloa	67	Gampaha	15	Puttalam	32
Trincomalee	31	Hambantotoa	18	Anuradhapura	11
Badulla	1	Katutura	11	Kurunagala	16
Kegalle	16	Kandy	28	Matara	11

⁷ Organizations that worked primarily on women's empowerment and gender equality and had women-led leadership and governance.

District	# Reached	District	# Reached	District	# Reached
Ratnapura	10	INGOs	29		

The selection process comprised two stages. The concept notes were reviewed every four to eight weeks and full grant applications were solicited from successful applicants. All successful applicants at the concept stage were called for a half-day briefing on the full grant application forms and requirements. A technical evaluation committee, consisting of the chief of party (COP), DCOP and gender advisor, convened to review applications. When the number of applications to be processed was high and regional expertise was required, regional managers were included. The selection decisions were based on pre-determined criteria set out in the APS itself.

TABLE 4: GRANTS SOLICITED THROUGH THE ANNUAL PROGRAM STATEMENT (APS) PROCESS

APS Reviews	Period of APS	Date of Reviews	# of Concepts Received	# of Concepts Approved	Applications Received	Applications Approved
1	22-Oct-13 to 20-Oct-14	31-Dec-13	16	7	7	6
2		3-Jan-14	5	2	2	2
3		7-Feb-14	20	8	8	6
4		14-Mar-14	15	5	5	5
5		20-Apr-14	13	3	3	2
6		23-May-14	16	7	6	4
7a		20-Jul-14	19	6	3	3
7b		18-Sep-14	16	6	3	3
8		31-Oct-14	42	11	11	6
9*		30-Jan-15				5
Total			162	55	53	40

*The 9th round entailed reviewing of applicants whose concept note had been selected in rounds 3, 6 and 7 but who had not been able to come for the Introduction to grant application meeting

The RFAs had limited circulation in the first four rounds, given the constraints in the operating environment, but they were widely distributed after the change in operational environment in 2015. In addition to direct mailing (see Table 4), the solicitation documents were also sent to USAID to be shared more widely. The selection of RFA applications also took place through a technical evaluation committee comprising the COP, DCOP and the senior gender advisor. The technical director from MSI joined the committee on a few occasions. Regional managers were brought in when regional expertise was required.

TABLE 5: GRANTS SOLICITED THROUGH THE REQUEST FOR APPLICATIONS (RFA) PROCESS

RFA Round	Date Issued	Date Closed	# Solicited	Applications Received	Applications Approved
1	23-Apr-14	20-May-14	10	7	7
2	18-Jun-14	9-Jul-14	9	3	2
3	14-Oct-14	30-Oct-14	10	7	5
4	1-Apr-15	28-Apr-15	21	11	3
5	2-Nov-15	30-Nov-15	64	40	15
6	31-Dec-15	1-Feb-16	473	75	26
Totals			473+	143	58

TABLE 6: SUMMARY OF GRANTS SOLICITED AND APPROVED

Round	Solicitation Type	# of Applicants	# of Applications Approved
1	Sole Source	N/A	19
2	APS	162	40
3	RFA	143	58
Total Sub-Grants		305	117

Once the grantees were selected, the SPICE team worked closely with them to sharpen the design, develop sound indicators and a monitoring plan, design milestones and plan cash flow. This was an intensive and time-consuming exercise, given that many grantees were receiving USAID assistance for the first time and most were unfamiliar with the fixed-obligation/fixed-amount grant instrument. For capacity building, SPICE contracted the services of six partners. Three of them, Partners in Alternative Training (PALTRA), Strategic Inspirations (Pvt.) Ltd. (SIPL) and EML Consultants (Pvt.) Ltd., were included as a part of a SPICE technical proposal and were contracted at the beginning of the project to provide capacity-building services for the SPICE grantees. Later, when the Mission requested SPICE to provide capacity building to DGP grantees, another three — Management Frontiers, Creators Forum and Business Consultancy Services (Private) Limited (BCS) — were selected after reviewing applications from six potential service providers through a bidding process.

SPICE Grants-Making and Contracting Mechanisms

SPICE used both simplified grant awards (SiG) and fixed-amount awards (FAAs, formerly known as fixed-obligation grants, or FOGs) for awarding sub-grants. The capacity-building services were contracted under basic ordering agreements (BOAs), with individual delivery orders (DOs) raised for distinct tasks.

For grantees who had been selected to receive capacity-building intervention, SPICE provided in-kind grants (IKG) where appropriate. In addition to the services provided by these sub-contractors, SPICE procured short-term technical assistance (STTA) to provide capacity-building support.

FIGURE 3: TYPES OF ASSISTANCE INSTRUMENT (BASED ON NUMBER OF GRANT AGREEMENTS)

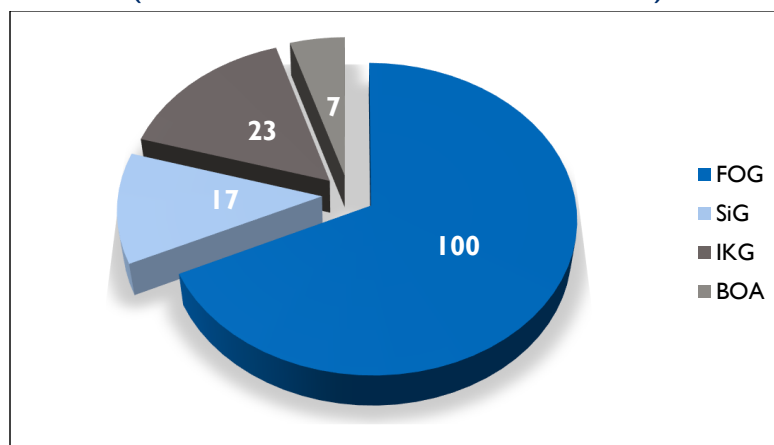
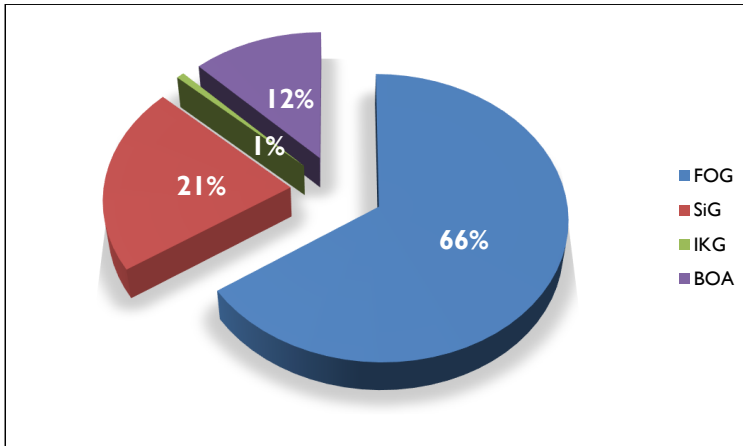


FIGURE 4: TYPES OF INSTRUMENTS (BASED ON VALUE)

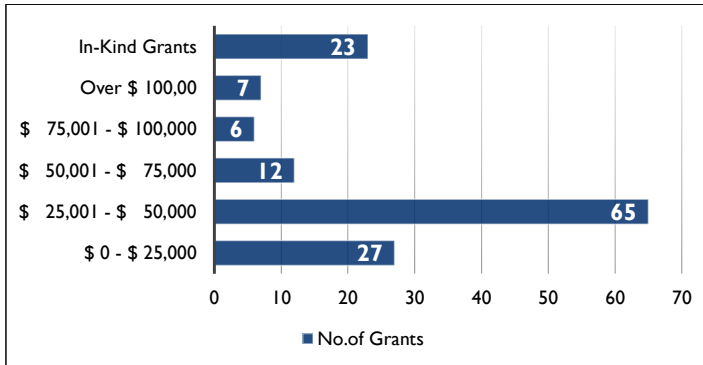


As figures 2 and 3 illustrate, two-thirds of the funds were contracted using FAAs/FOGs. Despite a fluid context and volatility inherent in implementing DRG programs in a fraught context, SPICE chose FAAs/FOGs as the mechanism for [several](#) grants. This was mainly to manage the risk associated with reaching out to smaller and first-time USAID grantees, but also in some cases as a means of capacity building for some CSOs in design and planning. Though the upfront budgeting and cost justification were time-consuming and the documentation related to milestone deliverables were considered onerous at times, many of the FOG grantees over the period became familiar with the system and more often opted to go for the same mechanism when they were chosen again. The SPICE team was flexible and supportive in making the mechanism work and readily accommodated amendments when requested and justified. The BOAs again involved heavy due diligence upfront, after which the issuing of assignments via DOs was smooth.

Grant Size and Expenditure Patterns

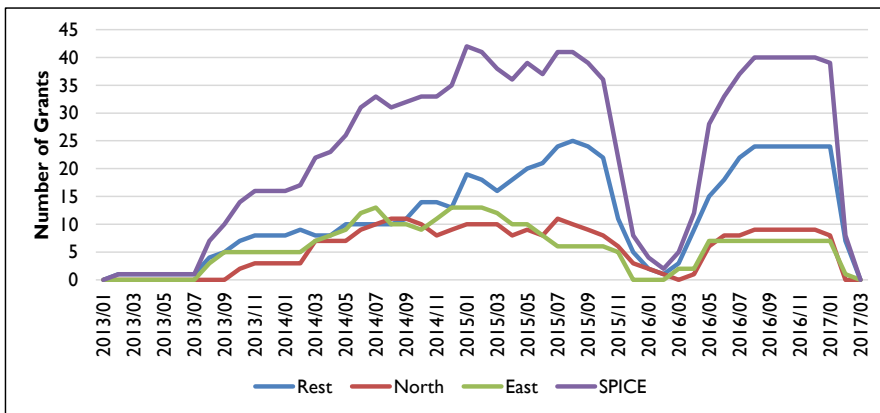
SPICE reached out widely in making grants. Deepening the pool of civil society organizations was a key strategy in expanding the CSO space. In the context of a closing and restrictive environment, this strategy not only aimed to foster independent collective action in the districts, but also was a necessary part of feeding into and strengthening the effectiveness of the larger national-level organization through linkages. Figure 4 depicts that nearly 80 percent of the sub-grants (92) were less than \$50,000 in value and only about 20 percent were more than \$50,000. To a great extent, this grants mix determined the management style, team composition and structure of SPICE.

FIGURE 5: DISTRIBUTION OF GRANTS (140 GRANTS AWARDED)



After a relatively cautious start, given the constrained environment and prolonged negotiations to obtain an agreement via a memorandum of understanding with the then-government that did not materialize, SPICE activities picked up speed toward the middle of the first year of operation. After that, SPICE kept up the operational and expenditure momentum. For most of 2014 to 2016, SPICE averaged more than 30 active grants at any given time, Figure 6 depicts this, with the trough during the end of 2015 due to the extension of the project’s approval time by 15 months. During the extension period, SPICE awarded, monitored and closed out 40 grants.

FIGURE 6: NUMBER OF ACTIVE GRANTS IN A GIVEN MONTH



3. PROJECT ACHIEVEMENTS

This section details the interventions and achievements under each outcome area during the four years of the SPICE project's implementation. It summarizes the intermediate results that contributed to each of the outcomes and discusses the strategies and approaches that the project adopted. It is based on evidence of progress against each outcome's performance indicators and details the key results thereof. This section is structured according to the three SPICE outcome areas. Under each, the overall approach that SPICE took is outlined, followed by a summary of key achievements. Thereafter, key interventions and accomplishments are discussed. A few preliminary points to consider:

- The description of achievements **should** be read in conjunction with the key interventions table attached as Annex 1 and the detailed performance monitoring plan (PMP) table attached as Annex 3.
- The project was organized around components under the cooperative agreement such that more than one component contributed to an outcome and vice versa. This meant the outcomes also had considerable overlap. Many PMP indicators contributed to more than one outcome area. While there was neat alignment between component, outcomes and indicators (3.1–3.3) for capacity building, the other two outcomes (1 and 2) and corresponding indicators were closely inter-related. As such, many indicators (1.1–2.7) are cross-referenced across outcomes 1 and 2.
- During implementation, gender equity and women's empowerment was strategized for and tracked separately. These are discussed separately as both crosscutting and standalone interventions.
- The grant-making process brings its own set of challenges and limitations. SPICE, as explained below, had organizing principles that guided the process of putting together a portfolio of grants that contribute to the outcomes. The strategic approaches and partnerships within each outcome area were responsive to the context and developed over the period, taking into consideration lessons from grant-making (partner mix, design **and** implementation), operational constraints (the need to have a mix of themes/grantees for government reporting, approval, access and risk profile), as well as based on the quality of applications received through the RFA and APS processes.
- In addition, SPICE directly supported activities that built on consolidated work of the grantee toward achieving its outcomes and goal.
- As described in the context section, the operational environment in which SPICE was implemented could roughly be divided between a constrained 2013–14 and a relatively open 2015–17.

Outcome 1: Improved Protection of Citizen's Rights by Sri Lankan Organizations

From the outset, it was a given that any rights protection work in the fraught context was going to be challenging. It was also recognized that there were organizations willing to dissent and work in this difficult environment. Given this backdrop, SPICE adopted a strategy of supporting grantees/actors at multiple levels who were willing and able to undertake activities that would promote/protect human rights of vulnerable people. Toward this end, SPICE reached out to or selected CSOs at multiple levels and facilitated strengthening of organic linkages where appropriate.

To improve protection of citizen rights, the interventions evolved to include support for (a) key national and regional organizations working on policy analysis, research and advocacy at national and international levels; (b) CSOs specializing in legal representations, legal counseling and victim support; and (c) organizations involved in public mobilization, awareness raising, capacity building and networking on selected rights issues. At the end of the program:

- SPICE supported 55 CSOs engaged in responding to, monitoring or doing advocacy work on a wide variety of human rights issues. SPICE supported CSOs at the national and regional levels working on and advocating for critical human rights issues (e.g., torture, disappearance, arbitrary detention,

- women's rights, protection of lesbian, gay, bisexual and transgender and minority rights and issues like land rights, farmers', workers' and fishers' rights, the right to information and dissent, etc.).
- 46,689 individuals from low-income or marginalized communities received legal aid or victims' assistance.
 - 4,236 individuals reached through GBV responses and interventions including the provision of care packs, emergency assistance and livelihood inputs.
 - 37,911 people received key government identification and other vital legal documents. These documents are critical for things such as proof of identity, obtaining formal-sector jobs, getting children admitted to schools, asserting rights to land, opening a bank account and accessing welfare benefits etc.
 - 1,676 human rights defenders (HRDs) were trained and were involved in identifying community-level human rights issues, providing advice and access to legal services for at-risk community members, and reporting on local-level human rights issues to CSOs, independent commissions and government authorities that can [act](#);
 - 99,968 people are more knowledgeable about their rights after participating in awareness programs and also via access to printed material on various topics. Promoting awareness on rights and initiating rights-based solutions proved an essential component of all of SPICE's supported interventions. SPICE supported organizations to promote awareness on human rights and citizens' entitlements and to provide vulnerable and marginalized groups with information about available public services, redress mechanisms and relevant legislation and state policies. This improved the ability and willingness of communities to engage with government-led institutions and local authorities.
 - 407 legal cases involving mostly detentions and arrests of individuals under the Prevention of Terrorism Act (PTA) have been or are being pursued through the courts.

Key Interventions and Achievements

Supporting and Sustaining a Critical Mass of Sri Lankan CSOs Working on Protection of Rights

The SPICE project began operations when state-led restrictions on civil society space, and the risks faced by organizations operational on the ground were at their worst. Donor support was dwindling. An important intervention and achievement was to sustain some of the key CSOs working on rights issues. To "hold the line" from further deterioration, it was also imperative that a wider pool of organizations working on rights issues were nurtured and supported. To this end, SPICE also reached out beyond Colombo-based organizations to districts where CSOs were grappling with a variety of rights issues. In the process, SPICE deepened the pool of actors and activists and facilitated the expansion of the CSO networks.

With a portfolio of organizations addressing a broad spectrum of rights across the country, SPICE ensured that its interventions remained relevant not only through support and engagement in protecting citizens' rights at the grassroots level, but also by reinforcing the vertical and horizontal linkages among CSOs.

To achieve this, SPICE adopted a twofold approach: While grants were awarded to larger, national-level organizations with capacity to absorb the risks of being publicly critical of a hostile government, support was simultaneously provided to regional, smaller organizations that are better able to monitor the status of human rights at the ground level and mobilize and support the affected people. This work of the regional/district-based CSOs with access to affected communities was necessary for the larger national-level advocacy efforts to be effective.

SPICE designed and helped deliver a broad range of initiatives that focused on building stronger civil society responses at the national, regional and community levels to monitor and engage in advocacy for the protection of human rights. To do so, SPICE awarded grants that supported high-level/policy-oriented advocacy targeting current policy and practice as well as community-driven campaigns, people's movements and on-the-ground activism targeting local authorities and service providers.

With diminishing civil society space to engage in human rights work, it was important for the SPICE project to broaden its scope and geographical reach to include organizations willing and capable of engaging in addressing a broad spectrum of human rights issues. For example, the SPICE program

supported CPPHR, CPA, CHRDR, MCC, SACLs, NAFSO and R2L⁸, who were willing to challenge the restrictive environment they operated in, while grants to NCEASL and SfM monitored religiously motivated violence and documented cases and research for advocacy. Grants awarded to women's organizations such as IWARE, AWF, SWDC, NewAROW, WANT, MDWRF-Sangami, MWDT, RPK, SAVISTHRI, and RGNK supported community-based advocacy and monitoring of women's rights and responding to ~~gender-based violence (GBV)~~; while DABINDU, WC, RSSO and TGCWU focused on addressing and campaigning for the rights of apparel sector workers. Support to EG and H2H contributed to advocacy efforts to protect the rights of LGBTIQ communities in Sri Lanka; NAFSO, TISL, MCC and others advocated for land and/or ~~fishersfishers'~~ rights; CAMID, ASNN, KOINONIA, MARDAP and ORHAN worked to improve the rights of people with disabilities in their localities; and ISD, USF and Berendina aimed to improve the status and protection of the rights of up-country communities.

ORGANIZATIONS SUPPORTED TO MONITOR AND ADVOCATE FOR HUMAN RIGHTS

AWF	CHR	EG	IWARE	MWDRF	ORHAN	SWDC
AWA	CHRDR	EVSDOW	KOINONIA	MWDT	PPCC	WANT
CDO	CPPHR	FOSDOO	MARDAP	NAFSO	RPK	WDF
CHANGE	CRPC	HUDEC	MCC	NEWAROW	SEED	ZOA
CHRC	TGCWU	DABINDU	RGNK			

Providing Core Support

SPICE played a critical role in providing resources for organizations that were finding it increasingly difficult to function both ~~because of~~ the context as well as the dearth in donor funds for CSOs. SPICE was willing to fund work that many donors felt was too sensitive to support. For instance, some donors internalized the government's demands for more "hardware" projects, which made it difficult for some CSOs that were focused on "software" initiatives. Particularly for smaller, regional CSO groups working on rights, the SPICE grant was a vital lifeline during a very difficult period.

SPICE's provision of core support enabled CHRDR (during its first grant), CPA, SACLs, MCC, CPPHR and others to continue their basic operations. This proved critical at a time when the state's clampdown on CSOs and human rights activism restricted their ability to work on the ground. It proved a critical asset for organizations to file cases against right violations and helped preserve organizations' ability to respond quickly to unfolding events and to sustain important rights-based advocacy and research work. Core support to organizations following the 2015 presidential election was structured to pursue organizational policies of advocacy, outreach and coordination ~~considering~~ the increased space for activism as well as for fundraising.

Support to CPA, for example, enabled the organization to identify the continuing and critical need to bridge the widening democratic deficit in the country by strengthening civil society's contribution to public policy through a targeted program of research and advocacy on democratic governance, accountability and reconciliation. CHRDR used strategic litigation to enforce the rights of marginalized individuals; through their work, they built a portfolio of legal cases that they used in advocacy at the national level and at the United Nations (UN). Simultaneously, CSOs such as MCC, R2L and SfM received support to continue their monitoring and research into prevalent rights issues, which fed into the larger, national-level advocacy efforts taking place. SPICE also played an active role in facilitating linkages and supporting the channels of communication between the national and regional-level CSOs.

⁸ These are spelled out on the on the acronyms list

This contributed to further strengthening the advocacy responses, but also supported the development of sustainable relationships and networks that transcend the SPICE project's duration.

Strengthening HRDs and Rights Advocates through Training, Solidarity and Institutional Support

HRDs, being the frontliners of human rights protection, play a critical role as grassroots watchdogs by monitoring and voicing human rights issues and responding to and supporting those affected. To support a new (and often younger) generation of human rights activists in Sri Lanka, SPICE supported grantees to select and train potential HRDs on human rights, women's rights, land rights, workers' rights, etc. SPICE grantees trained 1,676 HRDs, with a focus on understanding the nature and legal frameworks around human rights, ways of documenting rights violations and basic awareness on redress mechanisms. Community mapping tools and community issues identification were also covered in some of these trainings for HRDs, who [could](#) identify rights violations at the grassroots level and compile preliminary case notes, assisting the grantees with identifying issues and prioritizing legal remedies. The HRDs also became active in the networks and some accompanied victims through the complaints and redress processes. The stories of Prageeth (006-14-R2L-1) and Kulasekara (018-15-R2L-2) in "The Compendium of Illustrative Success Stories" in Annex 2 are good illustrations of this. In the case of the latter, R2L empowered a victim with technical training, moral support and solidarity to become a HRD.

Many grantees work with and rely on the efforts of volunteers. To improve the efforts of volunteers, grantees carried out extensive capacity-building and skills development trainings. Grantees like MWDT, MCC and ASNN reported that this was a successful strategy that both engaged citizens in civil society action and contributed to the mission of the organization. SPICE grantees also expanded and enhanced the capacity of volunteer groups to raise awareness and address GBV cases.

GRANTEES INVOLVED IN THE TRAINING OF HRDs		
AWF	FOSDOO	MWDT
CHRD	HUDEC	NEWAROW
CPPHR	MCC	PCA
EHED	MWDRF	R2L
	RPK	

CHALLENGES FACED BY HRDs

Political pressure and scrutiny of civil society in Sri Lanka had a significant impact on organizations working to promote and protect human rights. HRDs [faced](#) many challenges and even threats to their security. For example, HRDs trained by R2L in Mannar District, Northern Province, reported receiving anonymous calls; in one case, the HRD's parents discouraged her from taking part in future activities related to human rights. However, she said when she identifies incidents of rights violations, she informs other HRDs who are active in the area so they too may raise and follow up on the issues. Youth trained by CPPHR revealed that they faced [several](#) problems when mobilizing communities to take part in interventions related to human rights.

Research, Analysis, Documentation and Dissemination

Supporting research, data collection and the dissemination of information proved to be a necessary intervention to protect rights. More generally, through the production and promotion of research, data, survey findings and analyses, several SPICE grantees contributed to a greater public understanding of critical, current issues and human rights situations, including the prevalent perceptions and attitudes among diverse groups. For example, CPA conducted and disseminated four [surveys and studies](#) on

evictions of the urban poor, as well as surveys on constitutional awareness and democracy. They also published a [stock take](#) on the government's progress in delivering promised reforms and ways forward.

Grantees such as FPA, NAFOS and FOSDOO also supported mapping out services in target localities and promoted recommendations of actions that targeted the state and wider civil society. Support was provided to grantees such as SFM, SDJF, NAFSO, and MWDRF, IWARE, EVESDO and HEO on theme-specific data collection and analysis. SPICE also helped grantees commission or carry out studies and issue-based analyses [that fed](#) into their own or larger advocacy efforts or that they used to promote public awareness on critical issues. Organizations like MCC received support to document rights violations in a systematic manner in their district. The collation and data analysis added value to grantee organizations, as staff members who were involved gained valuable insight on both the subject matter covered and research and data collection methods.

SACLS produced research and analysis on a range of issues related to [transitional justice](#), including on the Geneva Resolution, [the Office of the Missing Persons \(OMP\)](#) and integrating a [gendered approach](#) in transitional justice. SPICE also directly commissioned studies on the regulatory framework and the deteriorating operational environment for CSOs. NCEASL received support to produce and publicize research reports on trends involving violence against Christians over the last decade, as well as responses from Sri Lanka's judiciary that support religious freedoms. They also produced a research report on the religious basis for the concepts of transitional justice, studying all four major religions practiced in the country. SFM, as illustrated in the success story (017-15-SFM-1), conducted comprehensive research on "critical flashpoints" and compiled information systematically on hate incidents against Muslim places of worship and Muslim-owned businesses, which fueled advocacy efforts and international and UN-level dialogue on the human rights situation in Sri Lanka.

Similarly, R2L'S Civil Society Collective against Torture (CSCT) prepared a joint, shadow report on torture that compiled evidence of ongoing incidents of torture and other human rights violations, which they disseminated to key stakeholders in Sri Lanka and the international community. The CSCT also compiled two reports for the Ministry of Justice and the Ministry of Foreign Affairs based on civil society recommendations collected through people's tribunals and various other forums.

ICES' second and third grant phases focused on providing space for civil society leaders and decision-makers from different communities to discuss and debate options to forge a transitional justice process that is sensitive to the peculiarities of the Sri Lankan conflict. They [documented the process](#) led by renowned transitional justice practitioners/experts from around the world.⁹ In 2015, CHR documented advocacy efforts to provide justice to families affected by enforced disappearances.

ON-THE-GROUND RESEARCH SUPPORTS HIGH-LEVEL ADVOCACY

To raise public awareness on the continued intolerance and hate campaigns perpetrated against Muslims, and in response to the paucity of qualitative research and documentation on the issue, the Secretariat for Muslims (SFM) began monitoring the mainstream print and social media, and documented all incidents carried out against Muslims. They compiled the incidents into quarterly periodicals, including threats, attempts to attack, attacks, harassment, inciting, warning, violence, provocation, against Muslims. The compilation of incidents of hate speech and actions against Muslims is the first of its kind and the only structured, comprehensive documentation that exposes anti-Muslim sentiment in Sri Lanka.

The reports received wide, public acclaim and the initial intention of highlighting the need for action soon snowballed into a powerful advocacy tool to inform the Muslim community, civil and political groups, local and international non-governmental organizations, diplomatic missions, human rights activists, UN agencies, government institutions, research institutions, academics and intellectuals. The report has assisted civil society organizations for their own advocacy.

⁹ One of them, Eduardo Gonzales, has since then been retained by the Government of Sri Lanka as a special advisor to the Secretariat for Coordinating Reconciliation Mechanism (SCRM).

International media houses such as Al Jazeera quoted the SFM document in a live interview with former President Mahinda Rajapaksa, asking him why he did not take action after Buddhist extremist perpetrated these incidents against Muslims. As a result, the Sri Lanka Muslim minority issue was discussed at the UN Human Rights Council. The report was recognized by the UN High Commissioner for Human Rights, Navi Pillay, at the 25th session of the Human Rights Council (HRC) and its findings challenged the Sri Lankan government and highlighted the need for action.

Fighting for Rights in the Courts and Commissions: Legal Representation and Legal Counsel

SPICE interventions to protect human rights through legal representation included filing cases domestically and lodging complaints internationally with the UN's complaint mechanism; providing legal advice through legal clinics; legal awareness raising trainings/campaigns and publications on legal topics. The project supported 407 cases involving mostly detentions and arrests of individuals under the Prevention of Terrorism Act (PTA) and domestic violence and pursued them through the Sri Lankan courts during the project period.

SPICE provided key support to CSOs involved in legal representation, especially in the superior courts on fundamental rights of representation and writ applications and in the lower courts on cases related to the Prevention of Terrorism Act (PTA) from 2013 through 2016. Many victims were from poor backgrounds, requiring legal aid, and few lawyers are willing to take up controversial PTA-related cases. Grant support for CHRD, CPPHR, CHANGE, MWDT, MWDRF, R2L and CPA resulted in 407 court cases being followed during the project period. CHRD and CPPHR's interventions resulted in 74 fundamental rights and PTA cases being completed.

Under the project, CPA, R2L and CHRD filed critical public interest litigation (PIL) cases. CPA filed four PIL cases, including a fundamental rights case challenging the creation of a special zone for heavy industries and a subsequent stay order obtained by a private company in Sampur, Trincomalee District that impacted the return and resettlement of IDPs. Another case was filed by way of a written submission to the Supreme Court asking about the president's constitutional right to run for a third term. R2L filed two legal writs against the attorney general, members of the Police Commission and the Inspector General of Police (IGP) for negligence and failing to act on two torture cases. Sarvodaya filed a case regarding the absence of Tamil-medium schools for estate sector children in Matara District in the Southern Province. The affected children were forced to attend a Sinhala-medium school.

SPICE provided core support to CHRD, which enabled the organization to carry out litigation for new and ongoing cases. For example, a high-profile case concerning the killing of nine civilians in Mirusuvil by the Sri Lankan army received a landmark judgement by the Supreme Court during CHRD's partnership with SPICE. The PIL cases, filed before 2015, proved a strategic entry to challenge policy development and the legislative and/or judicial infringement of human rights. Supporting both grantees allowed opportunities to advance rights at a time when the judiciary was reportedly influenced and manipulated by the executive branch. MCC, CHRD and R2L accompanied their members to a complaint with the Paranagama Commission inquiring into disappearances.

Awareness-Raising on Rights Issues and Mobilizing Affected People to Action

One of the most widespread interventions by grantees involved raising awareness on civil rights. While some of this aimed to reach the [general public](#), other outreach was more targeted to affected people and activists. The latter was also a means by which affected groups and victims/survivors mobilized for action. SPICE supported organizations to promote awareness about human rights and citizens' entitlements to provide information to vulnerable and marginalized groups about available public services, redress mechanisms and relevant legislation and state policies.

Grantees conducted awareness-raising on various rights issues, including fundamental rights under the constitution, disappearances, displacement, torture, land rights, fishers' rights, transitional justice, labor rights, freedom of expression, freedom of assembly, freedom of religious belief, PTA, accountability for war crimes and crimes against humanity and language rights. The story of H2H is an example of the CSO awareness-raising on the rights of the LGBTIQ community (see story 031-16-H2H-1 in Annex 2).

Often these awareness-raising efforts served as an entry point to mobilize the affected communities toward action, followed by establishing formal/informal groups and networks that then pursue redress for rights violations. For example, the divisional-level citizens' committee and the affected community advocated for return of land occupied by military in Mannar District after awareness-raising and mobilization by MCC, illustrated in the Kuruvilvan story (010-15-MCC-1) and the Issaimalaitivu story (035-16-MCC-2) that took place in Mannar District). With TISL, the established citizens' committees received trainings on human rights, citizens' entitlements and redress mechanisms. The citizens' council in Katgahapuram, Vavuniya District, petitioned the Ministry of Defense and negotiated for clearance for a bunker running through the village (see story 022-15-TISL-1).

Grantees and affected communities use this type of awareness-raising to identify redress mechanisms and facilitate a referral mechanism. Many smaller organizations



Participants from Jaffna District prepare for a group activity on gender identity at a training organized by H2H on sexual and reproductive health for members of the LGBTI community in Colombo District, September 2015.



MPDF strengthened and mobilized its community networks to document land issues affecting communities. The findings were presented to government officials and will be used to lobby the state for change.

have established linkages with larger and more specialized CSOs to channel any reports of violations that come their way, either to pursue legal action or to raise it in national/international fora.

Awareness-raising was a critical intervention in transitional justice processes. Several grantees carried out awareness-raising on transitional justice-related issues for victim communities, youth, local government officials, people with disabilities and the community at large. At least four organizations carried out a series of trainings on issues related to transitional justice in local communities, where many participants had neither knowledge nor understanding of transitional justice. Most of the grantees who worked on transitional justice issues claimed that they had played a role in mobilizing participation for the national consultations on reconciliation mechanisms (the Consultations Task Force, or CTF, process) where they made victims aware of these processes and the issues at stake so that they could raise it themselves. The achievement of ISD in getting people of up-country origin in the north and east to become aware of the principles of transitional justice and become empowered to make forceful submissions to the CTF is related in the story (032-16-1SD-1).

Commented [NT2]: “transitional justice” repeated several times. Consider IJ as was done in previous sections for consistency.

Commented [NT3]: Again, to capitalize or not... North and East are capitalized earlier in the document.

The timely and strategic initiatives by SPICE grantees highlight the positive roles civil society can play during elections. Election-related activities took precedence over other commitments for some SPICE partners. They engaged in the political process at many different levels: participating in and contributing to campaigns, monitoring polls and raising civic awareness. Trade unions, university lecturers, human rights activists, fisher and farmer groups, artists and NGOs mobilized to campaign in favor of the opposition. Some SPICE grantees used street performances by cultural troupes to support the opposition, organizing exhibitions, hosting discussions and performing street drama.

Providing Victims' Assistance

When working with very vulnerable and affected individuals and groups, it becomes imperative that the organizers also respond to basic and emergency needs. When raising awareness, or mobilizing the affected individuals as part of a larger advocacy campaign, a practical and an ethical requirement is an assistance component. Such an approach, mixing both a rights-based advocacy and rights-oriented service support, is necessary when dealing with vulnerable groups. When effectively implemented, these



SPICE grantees like R2L organized peaceful protests and campaigns with families of the disappeared, the detained and other victims of war to demand justice.

facilitate better integration of the victims into society, such as in the stories of Arunakiri (004-14-CPPHR-2) and Nazeera (036-16-MWDRF-1), where a holistic approach to responding to rights violations empowered the survivors and made them activists and HRDs.

A key area of support included legal and other assistance to vulnerable and excluded individuals, such as war widows, family members of the disappeared and the detained, ex-combatants and people with disabilities. PPCC provided psycho-social and counseling support to the war-affected through counseling centers established with SPICE support. SPICE supported grantees to provide compensation for travel, food and accommodation, and care packs for family members while visiting their relatives detained under the PTA or in a “rehabilitation” program. Organizations such as MCC, ZOA, HUDEC, WANT and

CPPHR provided subsistence livelihood assistance for mostly war-affected vulnerable and marginalized families. MCC provided support to purchase education material for schoolchildren in families of the disappeared. Victims of sexual and gender-based violence (SGBV) received emergency assistance, support to acquire necessary documentation and transport costs for accompaniment and referral, in addition to legal assistance.

ORGANIZATIONS PROVIDING LEGAL AID OR VICTIMS' ASSISTANCE

AWF	CHR	EG	IWARE	MWDRF	ORHAN	SWDC
AWA	CHRD	EVSDOW	KOINONIA	MWDT	PPCC	WANT
CDO	CPPHR	FOSDOO	MARDAP	NAFSO	RPK	WDF
CHANGE	CRPC	HUDEC	MCC	NEWAROW	SEED	ZOA
CHRC	TGCWU	DABINDU	RGNK			

Protecting Women's Rights

SPICE focused on protecting women's rights as an important feature of the overall intervention. While a considerable number of women reflected some of the achievements depicted in the quantitative indicators, certain achievements deserve separate mention. Of the 55 organizations supported under Outcome 1, 19 (38 percent) were specifically working on the protection of women's rights. Of these, 17 were women's organizations that contributed significantly to the sustenance of women's organizations at a difficult time. Of the rest, 36 had some element of gender integration in the project design and implementation. SPICE conducted an assessment at the beginning of the project and taking into consideration the nature of the problem and role of other donors and CSOs, determined the following priority areas for protection of women's rights:

- Addressing GBV through preventive and responsive strategies;
- Improving the rights situation for Muslim women;
- Protecting the rights of the LGBTIQ community; and
- Protecting the rights of young women workers in export processing industry.

To address the complex and multifaceted issue of SGBV, SPICE worked to form, revive and strengthen multi-stakeholder coordination mechanisms consisting of both duty bearers (relevant government officials at the divisional level) and civil society. Initially focused on the north and east, they later expanded to many other parts of the country.

Eleven organizations (AWF, NewAROW, WDF, MWDT, EVSDOW, MWDRF, RPK, RGNK, RSSSO, DABINDU and FOSDOO) have received support to strengthen GBV coordination mechanisms at district and divisional levels and a total of 35 forums/task forces had been established across the country. They function at varying levels of efficiency. Most are likely to continue beyond the life of SPICE, while some may wither. The story of the GBV Task Force in Akkaraipattu Divisional Secretariat Division (DSD) in Ampara District (001-14-AWF-1) and that of Puttalam District's SGBV Task Force (005-14-MWDT-1) are two early examples recorded of GBV forums (see Annex 2). Efforts are underway to scale these GBV forums up to the national level and formalize them as part of a national policy under the supervision of the Ministry of Women's Affairs.

To strengthen these GBV structures / forums, grantees have provided trainings for forum members, like:

- Basic gender and GBV sensitization;¹⁰

¹⁰ AWF, RPK, RGNK, RSSSO

- Awareness around national and international legal frameworks;¹¹
- Case management, case conferencing and data collection;¹²
- Facilitating the development of terms of reference/working guidelines;¹³ and
- Preparation of action plans for the functioning and sustainability of the forums.

SPICE also supported enhancing the knowledge, capacity, skills and outreach of the grantees to address GBV through adopting prevention and intervention strategies effectively. A special focus was placed on enhancing the capacity of local organizations working with society's most vulnerable women's groups, including Muslim women, LGBTIQ community members, female garment workers and female heads of household. Grantees worked with women's development officers (WDOs) and community women's groups, including village-level women's societies, divisional women's federations and district women's federations, women's rural development societies (WRDSs),¹⁴ women's groups formed by grantees,¹⁵ volunteer women's groups¹⁶ and survivor groups,¹⁷ in developing their skills and knowledge on:

- Gender analysis and responses to GBV;
- International and national legal frameworks on women's rights;
- Counseling, case management and referrals;
- Data collection, documentation and reporting;
- Preparation of community action plans;
- Muslim Personal Law (MPL); and
- Roles and responsibilities of government institutions¹⁸ and actions to take when officials fail to perform their duties.

While addressing the issue of GBV through multiple strategies, grantees have also focused on providing critical assistance by way of legal aid and emergency support. SPICE grantees have provided legal advice/referrals to 286 women through legal consultations and 57 women obtained support through free legal representation to protect their rights in court. Since the beginning of the SPICE project, 1,823 survivors of GBV/SGBV have benefited from emergency support provided by 15 grantees.¹⁹ This includes travel expenses, provision of food and dry rations, shelter/emergency support, clothing and other needs. The story of Nazeera (036-16-MWDRF-1) and IWARE (009-15-IWARE-1) are good illustrations of the manner in which grantees addressed these issues.

REVITALIZED & STRENGTHENED WOMEN'S GROUPS ASSERT POWER

The Women's Development Foundation (WDF) supported the reactivation of 10 women's rural development societies (WRDSs) in Pottuvil DSD in Ampara District. WDF helped strengthen the capacities of its members to identify and address community issues and women's issues at divisional-level forums.

Maintenance Payments for Muslim Women: The WRDSs in Pottuvil supported 40 women in the area to initiate action to receive maintenance payments deposited in the Quazi courts. Although their separated spouses had deposited the payments in the Quazi courts, per the requirement, the women hadn't received the money. The issue came to the attention of the Muslim Women's Research and Action Forum (MWRAF), an organization that provides legal support on Muslim women's issues. Following the intervention of MWRAF, relevant officers visited and recorded statements from the women for follow-up action.

¹¹ FOSDOO

¹² FOSDOO, RPK

¹³ Kilinochchi District forum working guidelines for prevention of SGBV

¹⁴ AWF, NewAROW, WDF

¹⁵ RPK, AWF, SAVISTHRI, AWA & SWDC

¹⁶ AWF, MWDT, MWDRF and IWARE

¹⁷ AWF, IWARE & SWDC

¹⁸ NewAROW, RGNK, SAVISTHRI

¹⁹ CHANGE, FOSDOO, MWDRF, MWDT, RGNK, RPK, WANT, AWA, AWF, EVSDOW, IWARE, NewAROW, SWDC, WDF, EG

High Water Bills: Representatives of 18 WRDSs took up the issue of high water bills with their local government authority. The residents of the area claimed that the charge for a specified period was much higher than average. The WRDSs raised the issue with the Pradeshiya Sabha (local government authority) of the area and its chairperson asked the residents to defer payment until the matter was clarified with the National Water Board.

Based on the SPICE project's program description, promoting and protecting the rights of Muslim women was identified as a focus area. SPICE partnered with CBOs and activists to support targeted, collective civil society advocacy and awareness promotion on MPL reform and Muslim women's rights. Grants supported to these organizations included a component of promoting awareness about personal law reforms among stakeholders, women, Muslim religious leaders, community leaders, men and youth. They helped create a knowledge and evidence base on the key rights violations faced by Muslim women and girls. For instance, SDJF, a SPICE grantee, worked on an Islamic framework for gender justice organized under five aspects: family, judicial, political, economic and spiritual rights. This provided an arguable religious basis for reforms as the framework drew on rights granted to women in the Quran and Hadiths. At the same time, another group of grantees had sought to approach it from a rights-based framework, noting the inherent limits of taking an "Islamic framework" approach, which is contingent on the interpretations of the conservative religious leaders in the country. These groups have collected data, conducted perception surveys and concertedly lobbied the government-

appointed personal law reforms committee with a concrete set of women's rights demands. They had also requested the removal of Article 16 of the Constitution, which protects laws like the Muslim Marriage and Divorce Act that contravene fundamental rights.



Garment workers from free-trade zones in Gampaha District attend a 2015 training on women's rights and labor rights held by the Women's Center.

As a result of their efforts, considerable awareness exists about the issue and the reform process, which had been dormant since 2009, has resumed. At a practical level, the grantees have raised awareness on the issue among a cross-section of the community and have supported those who are affected by the law and its practice. The SDJF story on IFGEJ (020-15-SDJF-1) and the IWARE story on "befrienders" (009-15-IWARE-1) are good illustrations of these achievements.

The SPICE project supported four organizations – DABINDU (two grants), WC, YCWM and TGCWU, which focused on promoting female garment workers social and economic rights. Basic awareness on labor rights and laws and publications such as newsletters (DABINDU bi-monthly) and leaflets on women's rights, labor rights and support services created awareness among the workers. The project also supported increasing awareness of sexual and reproductive health rights among garment workers through workshops; along with similar activities, the workshops built linkages between government officials and workers. WC, for example, encouraged the participation and active involvement of officials from the local branch of the Ministry of Health (MoH) and Department of Labor in their workshops.

The project support aimed to build solidarity among women's organizations working on labor issues through various project activities. DABINDU, for example, invited all organizations working on labor issues to attend the Board of Investment (BOI) forum to address GBV in the Katunayake free-trade zone (FTZ) to collectively pressure for better conditions in FTZs.

Outcome 2: Enhanced Civil Society Support for More Inclusive, Active Citizen Participation in Development, Reconciliation and Governance

Given its content, this outcome area was more amenable, albeit with substantive limitations, to be implemented in the constrained environment for CSOs during the inception of the project. As such, during the first two years of SPICE, activities under this area constituted the public profile of the project. Engagement with local government on development issues, peacebuilding and reconciliation framed within government-sanctioned Lessons Learned and Reconciliation Commission (LLRC) recommendations and facilitating social inclusion of vulnerable communities into local economic, cultural and social processes were included within this broadly framed outcome area. While enabling access and acceptance at the community level, these interventions also were helpful in building trust between CSOs, communities and government officials. Some of these interventions managed to push the boundaries and expand the space for CSO work in their areas, despite administrative restrictions in the form of the Presidential Task Force (PTF) and other government approval processes that remained. As operational conditions worsened during 2014, even non-controversial issues like supporting inter-religious committees became constrained. By then, some of the meaningful interventions of CSOs in areas like governance and reconciliation became difficult in the Northern and Eastern provinces and could be undertaken only with a degree of risk under constant surveillance of armed forces.

The grant solicitation and selection of projects under this outcome initially were organized under three broad focus areas under this outcome. They included support for deepening the pool of CSOs that work on (a) fostering active citizenship and holding government accountable on issues mostly at the local levels; (b) promoting reconciliation and peace building across ethno-religious divides and supporting inter-religious and inter-ethnic collaborative work that counters dominant narratives; (c) facilitating inclusion of vulnerable/marginalized segments of society, including people with disabilities and women-headed households and helping their (re)integration to economic and social processes in their communities; and (d) prioritizing women's rights.

Interventions and engagements under this outcome area also provided a perfect base from which to expand when operational conditions became more conducive for CSOs. This enabled SPICE to expand to more critical governance, active citizenship and inclusion issues after the dramatic political developments of 2015. SPICE could then more directly support CSO initiatives to consolidate the democratic gains and support the government reforms. This took the form of supporting civil society engagement in constitutional reform, transitional justice and good governance processes and improving government's accountability and performance on issues like transparency, freedom of expression, right to information, rule of law and independence of judiciary and human rights. Strengthening civil society's capacities to better engage in these processes at national and local levels under changed conditions were also prioritized.

By the end of its contract, the SPICE project:

- Supported 349 civic associations²⁰ since its inception, 307 of which are active in community development and governance.²¹ The focuses of the civic associations that received support are diverse, including:
 - Women's rural development societies (WRDS) supported by NewAROW,
 - Sarvodaya's Deshodaya forums,
 - Elders clubs supported by BDS to look after the welfare of retired plantation workers,
 - KV and its partners from Batticaloa and Ampara districts,
 - MPDF's community networks in Moneragala District,
 - Savithri's women's groups who engage with local authorities to resolve community issues,

²⁰ Civic associations are membership-based civil society organizations or community collectives working toward a shared objective, like fishermen's cooperatives. They play an active role in promoting citizen interests, engaging government and promoting local development. They include certain membership-based SPICE grantees, as well as civic associations supported by SPICE grantees. (SPICE Performance Management Plan FY 13-17 Performance Indicator Reference Sheets)

²¹ Active refers to devoting primary or significant effort to such activities. (Ibid)

- DPOs established by CAMID, KOINONIA and ORHAN to promote the rights and inclusive development of people with disabilities in Batticaloa and Vavuniya districts and
- Livelihood assistance groups and village-level self-help groups in Jaffna, Kilinochchi and Batticaloa districts supported by HUDEC, WANT and SWDC.
- Supported 258 organizations trying to influence government policy/conduct government oversight. SPICE worked with CSOs such as CPA, TISL, SARVODAYA and NAFSO, who lobby for policy reform and mobilize community groups to engage with local authorities on development and governance issues. This includes those working on rights issues, such as CHRD, MCC, and CAMID.
- Supported 205 CSOs to engage in advocacy interventions promoting awareness and citizen participation in governance and democracy.²² Interventions focused on promoting active citizenship, participation and inclusion at the national, regional, district and grassroots levels. ZOA promoted empowerment and participation at the community level of the most marginalized in the Northern Province. CHR and CHANGE has helped register voters and helped marginalized citizens secure national identity cards required to register. SEED, CRPC and PCA worked on youth participation.
- Supported 55 critical Sri Lankan organizations advocating pluralism, human rights and democracy that remain active at the end of the program.
- Supported 327 events/trainings/activities to promote peace/reconciliation among conflict actors. These included working with religious leaders of different faiths, youth from diverse ethnic and religious backgrounds and reaching out to communities in Sri Lanka's deep south to encourage greater understanding and tolerance of Sri Lanka's different ethnic groups.
- Supported 55 of 67 organizations that remain active in advocating pluralism, human rights and democracy.
- Supported 35 forums for duty bearers and rights holders to address SGBV. The government approves these forums and they have been formed/strengthened/revitalized to address SGBV and violence against women in the localities where they operate. The forums (also called task forces) operate as district or divisional-level coordination mechanisms and networks for civil society and government actors that address and prevent SGBV and violence against women.

Key Interventions and Achievements

SPICE executed various strategies that included helping people set up informal groups, supporting forums and networks and organizing events and activities that enabled people to work together across ethnic and cultural boundaries. Interventions actively tackled the divisions, social exclusion and discrimination that deter vulnerable groups from participating in activities and decision-making in their communities. At the community level, grantees engaged in empowering and mobilizing the most vulnerable and excluded, particularly in the war-affected regions of the Northern and Eastern provinces, and placed much emphasis on promoting their inclusive participation in community decision-making processes, initiatives that affect their economic well-being and security and facilitating and improving their engagement with local authorities. Supporting initiatives that promote the engagement of citizens and civil society to complement government efforts to promote good governance and accountability has proved a critical component in SPICE's efforts under these outcome areas to strengthen civil society. SPICE adopted strategies to foster greater citizen participation, which evolved through the project period and was later adapted to address the dramatic shift in operational context.

Promoting Active Citizenship by Deepening the Pool of Civic Associations

Supporting initiatives that promote the engagement of citizens and civil society via civic associations has proved a critical component in SPICE's efforts to strengthen civil society. For the program's engagement to have any sustainable impact on strengthening civil society space, it was essential to focus on a broad range of associations — formal and informal — that encouraged meaningful citizen engagement in a wide

²² *Advocacy interventions* are activities that shape public agendas, change public policies and influence other processes that impact the lives of members, beneficiaries or the general public. They take place over a *period-of-timeperiod* (as opposed to single events) and include advocacy and awareness campaigns, lobbying, letter-writing campaigns, non-legal representation of citizens, civil disobedience and policy-oriented research and research dissemination. SPICE includes as "advocacy" as not only pursuing policy-oriented goals, but advocating for issues within communities and with the local authorities, also called "grassroots advocacy." (SPICE Performance Management Plan FY 13-17)

swathe of geographic areas. The variety of civic associations supported and the broad range of issues addressed by this collective enabled SPICE to reach a larger segment of citizens and widen its scope to cover a broad range of geographic and thematic areas than it initially envisioned in 2012. The beneficiaries supported were as diverse as the issues and rights violations these civic associations addressed. These were the capillaries that linked the communities at the grassroots with local, regional and national-level civic activism and advocacy. They are motivated by issues of specific concern to them, but in the process of mobilization, engagement and networking also create and expand space and energize the overall civil society activism on common issues.

GRANTEES PROMOTING CITIZENS' ENGAGEMENT VIA CIVIC ASSOCIATIONS			
AWA	FOSDOO	MPDF	RPK
AWF	HEO	MWDRF	SARVODAYA
BRANDENA	HUDEC	MWDT	SAVISTHRI
CAMID	IWARE	NAFSO	SEED
CRPC	KOINONIA	NEWAROW	SWDC
DABINDU	KV	NPC	WANT
EG	MARDAP	ORHAN	WC
EVSDOW	MCC	RGNK	WDF
ISD	USF	CARITAS	CHRC

In addition to the NGOs/CBOs that SPICE supported directly, these organizations in turn facilitated the creation and strengthening of other civic associations. Some were formal while others maintained an informal character. Some had tight membership rules, like NAFSO's Northern Fisher Peoples' Unity forums, while others had fluid and open membership criteria, like TISL's citizens' councils. Some were single-issue oriented, like the pre-school [teachers'](#) union set up by KV that was advocating for better conditions and terms for its members, whereas others worked on multiple issues, like the Deshodaya forums of Sarvodaya. The collectives were more often set up to represent and advocate for broader community issues, as found in the citizens' councils set up by Uva Shakthi.

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At the start of the project period, SPICE recognized that CSOs working in the disabilities sector were faced with funding and security challenges. Therefore, organizations and collectives in this sub-sector of civil society, particularly in the Northern and Eastern provinces, were identified for support and strengthening. Various divisional and district-based disabilities collectives and membership-based organizations were established or strengthened as a part of SPICE support. These included the DPOs and DCDPO supported by CAMID and Koinonia in the East and the revitalization of DPOs by MARDAP and the Disabled Land Rights Committee convened by ORHAN in the North. These organizations and individuals later linked with national institutions like CPA (on the rights of people with disabilities in elections) and the Human Rights Commission of Sri Lanka (HRCSL), the disability working group. These civic associations included ex-combatants who were disabled due to the war. Through its capacity-building program, SPICE also reached out to CSOs working on the disabilities sector, including KCH, Navajeevana and Mencafeep.

SPICE supported initiatives that created space for youth to engage in civic associations. These included Youth for Peace groups trained and supported by CPPHR, similar groups trained and guided by PCA, youth societies formed by SEED, sports clubs supported by CDO and the Young Photographers Group trained and guided by CPBR. During its last two years, SPICE also supported creation and strengthening of community-based organizations in the upcountry through ISD, USF, MPDF and Caritas.



NAFSO and the Northern Province Fisher People Alliance (NPFPA) advocate for the rights of vulnerable fishing communities in Sri Lanka's Northern Province.

Specific vulnerable groups were also organized to raise their issues and facilitate better inclusion. In addition to the DPOs, these included EVSDOW and AWF's village-level women's groups, the self-help and women's groups in Jaffna, Batticaloa, Kilinochchi, Moneragala and Kurunagala districts and the elders

group in the Central Province. Support was also provided to larger civic associations, like the March 12 Movement with its broad objectives and an impact that would resonate with a broader segment of people. SPICE supported grantees to address specific, isolated issues and challenges (e.g., livelihoods or GBV) and supported CSOs to address the structural issues and root causes of communities' issues such as social justice, inclusion of marginalized communities, religious tolerance and inter-ethnic understanding.

While some civic associations focused on awareness-raising and service delivery to their members, others used it as a platform and identity to advocate for rights and improvements. SPICE partnered with grantees working to improve active community participation in civil, social, economic and political activities at both local and national levels — a critical prerequisite to sustaining an inclusive society in a post-war context. With SPICE support, grantees engaged in targeted advocacy to improve citizen participation in democratic processes. The successes gained in these advocacy efforts continue to play an important role in giving a voice to war-affected communities and historically marginalized groups. The SPICE project reached communities with differing vulnerabilities and levels of concern. The box below highlights examples of grantee advocacy to improve citizens' inclusion and reintegration into society.

CIVIL SOCIETY ADVOCACY INITIATIVES FOR GREATER SOCIAL INCLUSION AND JUSTICE

People with Disabilities: SPICE supported nine organizations working to improve the lives of people with disabilities. The six direct SPICE grantees include CAMID, ASNN, KOINONIA, ORHAN, MARDAP and CMEV (The grant to CMEV included a component that addressed the rights and inclusion of voters with disabilities). KOINONIA and CAMID in Batticaloa District established and strengthened disabled peoples' organizations (DPOs) by developing members' capacities to advocate for their rights and encourage their active participation in processes that shape agendas and change policies on any issues affecting citizens with disabilities. They became the vehicles through which disabled people interacted with the government to win their rights.

Advocating for the Rights and Issues of Fishing Communities in the Northern Province: NAFSO and the four district fisher societies from Mannar, Jaffna, Mullaitivu and Kilinochchi districts established the Northern Province Fisher People Alliance (NPFPA) to collectively lobby for the rights of vulnerable fishing communities. The NPFPA represents the four districts in demanding policy change on issues concerning the encroachment of South Indian fishing trawlers and fishermen from Sri Lanka's south, the use of illegal fishing methods, access to fishing waters, etc. The campaigns targeted the highest level of government and the Indian High Commission.

Mobilizing Citizens' Committees: MCC worked with citizens' committees and family members of the disappeared on several campaigns, meetings and protests demanding justice. The citizens' committees were supported to gather, compile and submit documents and data related to disappearances to pressure the government to take more decisive action. TISL supported eight citizens' committees in resettled areas in Vavuniya District to engage in advocacy targeting local government authorities to improve access to state services and other issues affecting their communities.

Advocacy by Village-Level Groups and Women's Networks: SPICE supported women's rural development societies (WRDSs) and several village-level women's groups to engage in collective advocacy on issues concerning women, including the improvement of responses and services for SGBV survivors in rural villages. MWDT, NewAROW and FOSDOO, for example, empowered mobilized women leaders to support the functioning of these collectives or civil society networks of women to demand their rights and entitlements.

Plantation or 'Up-Country' Communities: ISD, Berendina and USF engaged in various advocacy efforts to address rights issues faced by vulnerable communities living in Sri Lanka's plantations or working in the estate sector. Communities were mobilized into collectives (citizens' groups, elders groups and WRDSs), their awareness on rights, entitlements and relevant laws enhanced and were provided with skills to advocate for their rights.

Empowering Individuals with Civic Documents, Voter Registration and Awareness

A key SPICE intervention that serviced [many](#) individuals was to enable them to obtain vital civic documentation. In Sri Lanka, a few key civic documents are crucial for a citizen to access services and assert his or her right. They include the national identity card, birth [certificate, and](#) marriage certificate, as well as the death certificate for a deceased person's next of kin. Linked to this is the ability to register to vote. There has historically been a significant lag time in obtaining these vital documents. The tsunami, war, unequal citizens' rights and other structural reasons impeded [the process of](#) getting them in a timely fashion.

Under SPICE, CHR, CHANGE, Caritas and a few other organizations took up the responsibility to rectify this gap. Through the project, a total of 34,886 national identification cards (NIC), 17,699 birth certificates and 368 marriage certificates were successfully obtained by these grantees working closely with the Department of Registrar of Persons and organizing over 185 mobile clinics. A total of 37,911 (20,442 females and 17,469 males; which includes 5,468 youths) people benefited from these. The significance of obtaining these documents in the lives of individuals are captured in CHR's story (008-15-CHR-1) and CHANGE (007-15-CHANGE-1). CHANGE also supported 1,332 people including long-term IDPs from Puttalam District to register to vote through the services of 57 legal mobile service clinics. CHANGE, HUDEC, CAMID and CPA/CMEV conducted voter awareness programs to address the problem of rejected ballots and reached 13,464 people. Clearing these initial documentary and registration



Men and women queue up to receive assistance with their applications for civic documentation in CHR's mobile service clinics, December 2014.

hurdles enables these individuals as rights holders to engage with the government to demand services and their rights [and also](#) helps them participate in the core democratic exercise of choosing their rulers – at the local and national levels.

Supporting citizens' participation and engagement in governance (processes)

The space for interaction between government and civil society interaction is where productive participation of citizens in governance is mostly determined. Creating more opportunities to enhance this interactive space was a strategic consideration in SPICE interventions. SPICE supported initiatives that catalyzed, created and facilitated forums and encouraged the collaboration between civil society and the state. CSOs were also encouraged to complement the government's efforts to promote good governance and accountability.

At the national level, after the change of government in 2015, many civil society actors decided to engage with government in some manner, whether cooperating and collaborating or critiquing. CSOs have taken on an expanded role in supporting the government's reform initiatives, the key aspects of which CSOs had been championing all along. For example, several grantee representatives played a leading role in the government-appointed Consultations Task Force (CTF) on reconciliation mechanisms, which was an example of a crucial responsibility pertaining to government decision-making being handed over to the civil society. Several key staff of grantee organizations and participants of the project's Core Values trainings played a key role in the consultations on reconciliation mechanisms as members of either the Expert Advisory Group, the CTF or its Zonal Task Force (ZTF). Through grantees, SPICE supported community groups to prepare for and make submissions to the consultations and supported the CTF to share and discuss its findings with the ZTF members before finalizing.

Similarly, as the OGP story [024-16-TISL-2] describes more fully, TISL and a group of civil society institutions — including other SPICE grantees like Sarvodaya, NNAF and ICES — anchored the preparation of the OGP Action Plan that the Cabinet then endorsed with minimal modifications as the National Action Plan to which the government will hold itself accountable.

SRI LANKA'S FIRST NATIONAL ACTION PLAN FOR STATE ACCOUNTABILITY

In October 2015, the Government of Sri Lanka became the 68th member of the Open Government Partnership (OGP), a multi-lateral forum of 70 member countries. The OGP provides an international platform that encourages governments to commit to promoting transparency, empowering citizens, fighting corruption and harnessing new technologies.

Recognizing the opportunities and positive influence the OGP can bring in terms of accountability and improved governance, Transparency International Sri Lanka (TISL) advocated for Sri Lanka joining the OGP and committed to support and coordinate civil society input toward developing a time-bound national action plan (NAP).

Supported by SPICE, TISL conducted public consultations in all nine provinces, and convened with heads of CSOs and government counterparts to form a CSO-OGP Steering Committee charged with drafting the commitments for the NAP and creating an online monitoring platform. The plan details 12 commitments and is overseen and monitored by a CSO partner/Steering Committee member. TISL led civil society's collaboration with state officials in developing Sri Lanka's first national action plan, which they presented to the government in August 2016. Consequently, the Cabinet adopted it with minor amendments in October 2016.

CMEV worked with the Elections Commission of Sri Lanka to improve policies and practices around voting rights for people with disabilities and migrant workers. With SPICE support, R2L (independently) and Sarvodaya (in partnership with authorities) are promoting the importance of constitutional reforms to the public through district-level seminars and public discussions. Subsequent to its research and advocacy effort, CPA is working with the Urban Development Authority (UDA) on improving the policies around urban resettlement.

Passage of the 19th Amendment and re-invigoration of the independent commissions encouraged many SPICE grantees to engage with these commissions to improve transparency and governance. R2L facilitated discussions between the Civil Society Collective against Torture (CSCT) and the heads of the Human Rights Commission of Sri Lanka (HRCSL) and the National Police Commission (NPC) to improve collective responses against torture and extra-judicial killings. Relations between the HRCSL

and civil society were further strengthened by the appointment of R2L's executive director to the commission's subcommittee on preventing torture. Meetings also took place with the Ministry of Foreign Affairs and the Ministry of Justice to harness policy support for the prevention of torture.

Most effective engagement under SPICE was also seen at the local levels, even during the 2013–14 period, when operational space was relatively constrained. There are numerous examples of such interaction. In fact, during these times, local engagements were the only productive CSO – government interaction space. They took various forms, but resulted in improvements of services to rights holders and understanding of issues by duty bearers. To support meaningful engagement between the two sectors, the SPICE program supported the strengthening of stakeholder capacities and supported initiatives that helped both CSOs and government authorities proactively engage, create linkages and [collaborate](#). Grassroots-level organizations had the space and opportunities to interact and communicate with institutions and actors that are at a higher policy level.

SPICE grantees carried out capacity-building initiatives to improve the efficacy of government services. By enhancing government officials' knowledge and understanding of issues, rights and their roles and responsibilities, their ability to support and engage with citizens has improved. [Thus](#), greater engagement between civil society actors and government authorities – at all levels – provided greater opportunities to make joint decisions and work toward a common goal more collaboratively, rather than operating in “silos.”

SPICE supported CSOs to develop the capacities of local government authorities to better engage with the communities they serve. At the national, district and divisional levels, several SPICE grantees included government officials and other key stakeholders in their awareness-raising and capacity-development initiatives, with the aim of enhancing their knowledge and understanding of issues, rights and their roles and responsibilities in the sector. Women's organizations such as AWF, WDF and MWDRF (a.k.a. Sangami) carried out awareness-raising and capacity-building initiatives to improve and strengthen collaborative responses against sexual- and gender-based violence in their regions. Members of each SGBV taskforce and forum took part in trainings and activities to enhance their awareness of women's rights, responses to GBV, gender concepts, documentation, referrals and ethical case management. Participants included WDOs, members of WRDSs, representatives from the Ministry of Health (MoH), [officials at the women and children's desks at police stations](#) and the police and child rights protection officers. Similarly, organizations like RSSSO carried out trainings on gender sensitization for *grama niladhari* officers (village-level administrative officers) as a preliminary step in establishing a multi-stakeholder forum to address GBV issues in Matara District in the Southern Province. To improve their understanding of coordination mechanisms and responses to prevent violence against women and children, WDF facilitated exposure visits for VCRM members and staff to Sammanthurai DSD's divisional secretary's office where members of the Sammanthurai Divisional-Level Child Rights Monitoring Committee (DCRMC) shared their experiences on the formation of Village Child Rights Monitoring Committees (VCRMcs), DCRMcs, identifying and handling child rights issues and documenting cases and violence with the visitors. Women and families seeking support or redress benefited from the improved services and [could](#) approach or be referred to actors in multiple sectors for help.

Similarly, NewAROW strengthened and later facilitated meetings between WRDS representatives and local government authorities to resolve the severe shortage of drinking water and other issues in three villages in Batticaloa District. The issues were raised at the joint meetings and the WRDS members continued to lobby the relevant government institutions to resolve the problem. In response, the *Pradeshya Sabha* (local government administrative authority) of the division provided the villages with three mobile water tanks. The whole process is captured in the WRDS story (015-15-NEWAROW-1).

Sarvodaya's Deshodaya Forums (DF) and community monitoring teams (CMTs) at the divisional level were supported and mobilized to actively engage with key state institutions and lobby for greater efficiency, transparency and accountability. While the first and second grants to Sarvodaya supported District Deshodaya Forum (DDF) members to engage with local government on development-related issues at local levels, the third grant supported DDF members to hold detailed discussions with the

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provincial police commissions and the district offices of the Commission to Investigate Bribery and Corruption, the Election Commission, the Public Services Commission and the National Human Rights Commission of Sri Lanka (NHRCSL). The members presented their concerns and their recommendations on the independence and efficiency of the various commissions.

COMMUNITIES AND LOCAL GOVERNMENT ADDRESS DEVELOPMENT ISSUES AT THE LOCAL LEVEL.

Sarvodaya's CMT in Moneragala District identified and prioritized the problem of encroachment of vital tank reservations that act as catchment areas. The divisional secretariat divisions (DSDs) of Thanamalwila, Bibile and Katharagama were selected for the community action with 18, 48 and 22 village tanks respectively at risk. This activity included displaying 1,500 posters in the three main cities to raise awareness among the public and among government officials on the issue. The District Deshodaya Forum (DDF) also organized a peace march to raise awareness on the importance of reservations. Having held stakeholder meetings with various government bodies, the divisional secretariat is now willing to extend its fullest support to demarcate village tank reservations. Before, a pressing issue among the farmer organizations and the community was the lack of government support to survey the tank reservations, which is too costly for individual farmers to undertake on their own. Following continuous community action, the Government Survey Department was mobilized to survey the reservations, free of charge.

Many estate sector workers live in line-houses of dismal condition and are still denied the right to their own postal address. In Badulla District, CMT members organized roundtable discussions with estate owners, postal authorities and community leaders to address this issue. As a result, 75 families now own postal addresses in GlenAlpin Estate in Badulla. Community action also encouraged naming streets and houses with their new postal names – an initiative that can be fostered throughout Sri Lanka's estate sector.

Padaviya in the North Central Province is home to very poor farmers. Many are exploited by middlemen who purchase their paddy for low prices. Having identified the issue, the CMTs took the matter to the street by holding a peaceful protest to promote awareness of the plight of the farming community. Further, Sarvodaya is exploring the possibilities of filing a public interest litigation case demanding that the government establish proper paddy purchasing procedures.

Faced **with the** serious adverse impacts of credit (due to unscrupulous practice of micro-finance organizations, banks and consumer credit companies), EHED in the Eastern Province worked with the government agent of Batticaloa District to establish a multi-stakeholder forum to monitor and curb bad practice in this sector that was adversely impacting many families, particularly women.

Similarly, to minimize the exploitation of middlemen when elderly plantation workers claim their Employment Provident Fund (EPF),²³ Berendina arranged to work with the regional Assistant Labor Commissioner's Office to raise awareness, streamline process **and also** process claims through mobile clinics. An illustrative example of this is Berendina's story (026-16-BDS-1). CHR, CHANGE and Caritas worked with the district officials at the Elections Commission and the Department for Registration of Persons together with the officials in the divisional secretariats to ensure that 58,860 people received their civic documents.

Closely linked to the descriptions above, SPICE interventions sought to improve the joint coordination of CSOs and government institutions to address GBV. **II** organizations either initiated, strengthened and/or reactivated divisional-level or district-level GBV forums/taskforces. **As a means to** improve coordinated responses to GBV, SPICE interventions and support emphasized the need for women's organizations and other CSOs to constructively engage with government service providers. Supporting

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²³ All employees in Sri Lanka's formal sector are entitled to receive social security benefits in the form of the Employees' Provident Fund (EPF) and the Employees' Trust Fund (ETF) at the time of retirement.

the forums ~~opened-up~~opened space for CSOs to engage and collaborate more with stakeholders in protecting rights. The forums/ task forces provided both CSOs and government officials with opportunities to identify and discuss responses and gaps in services that need to be addressed. Grantees ~~were able to~~could support state-led data collection and compilation activities (and vice versa); or mobilize and encourage them to commit their time and services in the forums. The forums are also an ideal space to strategize on collective advocacy initiatives, promote awareness and share information and ways of working between sectors and departments. The stories of MWDT (005-14-MWDT-1) and AWF (001-14-AWF-1) from the initial years of the SPICE project are illustrative of this productive collaboration, which improved after 2015.

To improve the quality of services, its delivery and people with disabilities' access to them, ASNN trained high-level government officials working in the disabilities sector on rights-based approaches and community-based rehabilitation. Officials included representatives from the zonal education office, the Divisional Secretary, the Additional Divisional Secretary, officers from the provincial health and social services. ASNN trained mid-level government officials, including school principals, women's development officers, child rights protection officers, counselors and probation officers on inclusive education and available services. CAMID helped link up DPOs, the Department of Social Services (DSS) and the Disability Organizations Joint Front (DOJF) to promote understanding on the roles and responsibilities of DPOs. DPOs were supported to attend and participate in the discussions at meetings of the Disability Actors Coordination (DAC), which is the district-level coordination body led by the DSS in Batticaloa District and facilitated by CAMID.

WDF established 10 village-level child rights monitoring committees (VCRMCs) and a divisional-level child rights monitoring committee (DCRMC) in Pottuvil DSD, Ampara District. The VCRMCs identify child rights violations that occur in their respective villages and the DCRMCs take measures to address these issues at the divisional-level. The DCRMC also facilitate a forum where duty bearers, representatives of VCRMCs and WRDSs collectively address and protect children's rights. **Duty bearers, including the child rights protection officer (CRPO), officials at the women and children's desks at police stations and other relevant division-level officers,** use this forum to discuss and provide solutions for key issues and prevailing problems, such as student dropouts and advice on obtaining legal documents for children.

Supporting CSO Work on Promoting Peacebuilding and Reconciliation

SPICE supported a range of interventions in promoting inter-ethnic understanding, collaboration and reconciliation. These straddled the spectrum from the most basic and transactional people-to-people interactions to more involved rights work premised on the belief that truth and justice are necessary conditions for a deeply divided country to achieve reconciliation.

Some grantees helped their members and individuals from the community visit the locations of the other communities in different parts of the island. For instance, NNAF facilitated an exposure visit for its members of the Vavuniya, Mannar, Mullaitivu, Kilinochchi and Jaffna districts' consortia in the Northern Province. The participants visited the Hambantota and Matara districts consortia in the Southern Province and interacted with people. Grantees like ORHAN organized common events that brought together different communities. The annual sports meet organized by ORHAN brings together differently abled contestants from all ethnic communities drawn from different districts. SEED, PCA and CRPC ensured that their youth groups interacted with the youth from other communities and arranged for exposure visits. A few projects that aimed at deeper transformation in individuals were also supported. Rather than being one-off exposure visits, these brought together individuals (mostly youth) from different communities and engaged them for longer periods on series of trainings and activities. PCA selected youth from Sinhala, Tamil and Muslim communities and conducted a series of training programs on issues including identity formation, conflict transformation and non-violent communication, and supported them to practice these and take the messages to their respective villages. Similarly, CPBR selected youth from Tamil and Sinhala communities and trained them on photography. The methodology ensured that this was a vehicle to interact and understand each other's backgrounds and villages. Photo exhibitions then took place in different villages, bringing together ~~all of these~~these photos that tell the stories, spurring conversations and discussions. The Core Values program that SPICE initiated also was

an involved series of sessions that dealt with critical issues of ethnicity, identity, nationalism and their role in reconciliation in Sri Lanka. ATM utilized forum theaters to create awareness among youth participants who were trained as actors and to initiate a dialogue on peace among the audience. ATM stages its performances in the Jaffna and Mullaitivu districts in the Northern Province, as well in Colombo District.

The third set of projects supported by SPICE involved the establishment and strengthening of structures that brought together individuals from different ethnic groups to actively work toward reconciliation. The most prominent example of this is the district inter-religious committees (DIRCs) coordinated by the National Peace Council. NPC established 12 DIRCs to play a key role in building inter-religious harmony and reducing religious tensions. They played an important role during a time when there was an active attempt at further polarizing the ethnic communities and any inter-religious work was deemed as a selling out. The DIRCs also functioned as a collective voice for the community it represents, a powerful vehicle to advocate for and demand justice. The DIRCs also frequently interact with local government representatives and duty bearers to bring solutions to critical concerns affecting communities. Detailed below are some examples of DIRC activities to reduce religious and communal tensions in Sri Lanka. They played a crucial role as early warning systems and forums to respond to and mitigate inter-religious conflicts where they arise. Their role and contributions are well documented. Some examples of their work are in the success stories from Jaffna (016-15-NPC-1) and Puttalam (016-15-NPC-1) districts. These DIRCs also held annual symposiums at the national level that brought together religious leaders to highlight the reconciliation efforts and promote peace.

Similarly, Deshodaya Forums of Sarvodaya and NAFSO during the initial years, despite the the limited space available, received support to implement aspects of the LLRC recommendations at the local level. These included filing a PIL case to protect the language rights of Tamil-speaking school children in plantation communities and the DDF in Rathnapura District's interventions to provide Tamil-language classes for government officials in Balangoda DSD, as they were unable to provide efficient services to Tamil-speaking villagers (see box below). At a much smaller scale, CRPC in Moneragala attempted to bring together Tamil and Sinhala youth to prepare a youth policy to submit to the Uva Provincial Councils.



ATM's youth group stage a production where families of the missing persons request "Iyaman" (the God of Death) to return their relatives safely.

LANGUAGE CLASSES TO IMPROVE PUBLIC SERVICES

By improving communications (and the delivery of government services), the DDF sought to improve relations between the ~~general-public~~public and service providers of different ethnic communities. Two teachers conducted the language class, and the government officers were given time off work to attend the training.

In Balangoda Division Secretariat Division (DSD), the District Deshodaya Forum (DDF) conducted Tamil-language classes for government servants, as they were unable to provide efficient services to the Tamil speaking villagers. Many of the government officers working in Balangoda, a multi-ethnic town in Rathnapura District were Sinhalese. Their limited knowledge of the Tamil language often hindered services and were ~~more-often-than-not~~often, seen as ethnic bias. Having identified the problem, DDF members set about in and providing Tamil-language classes for government officials.



SPICE also supported work with media personnel. NCEASL received support in its first grant to train journalists on sensitively reporting on freedom of religion and issues related to hate speech. SPICE provided resources and technical assistance to ensure that awareness-raising initiatives would reach a broader segment of Sri Lanka's population. For example, PMN used provincial media outlets to reach communities in the Southern and Uva provinces on issues related to the national transitional justice and constitutional reform processes. These grassroots Sinhala-speaking communities from the deep south and rural, interior villages previously had few opportunities to learn about or be part of the national discourse around reconciliation. PMN facilitated panel discussions and public forums that were broadcast through regional radio channels to increase communities' awareness and contribute to an informed discourse on current, critical issues. Similarly, LST trained provincial journalists on peace journalism, conflict-sensitive journalism, and transitional justice, victim-centered reporting to conduct investigative journalism in relation to transitional justice, democratic governance and constitutional reform.



PMN staff conduct a radio panel discussions on transitional justice with human rights activist Ruki Fernando in Sri Lanka.

SPICE also recognized that reconciliation is best promoted when diverse groups come together and engage in an issue of common concern that cuts across ethnic/religious divides. In this regard, more fruitful collaborative work across ethnic/religious communities were seen in the support provided to organizations working on rights of differently abled people, addressing gender-based violence, land rights and labor rights. For instance, activists and professional working in the disabilities sector came together to share learning, host each other on exposure visits, agree on advocacy priorities and work collaboratively on campaign and in fundraising. Some of these groups were working with ex-combatants and people disabled due to war — yet ~~were able to~~ could transcend the divides to collaborate.²⁴ Similarly, experience was also found among organizations working on combating violence against women.²⁵ Dabindu, a southern organization working on the labor rights of young women workers in the garment factories, reached out to work with CSOs and workers in newly established garment factories in the north to train them on asserting their labor rights.

Strengthening CSO engagement in addressing the underlying structural and societal drivers of conflict is crucial for sustainable peace. To strengthen and sustain a vibrant civil society capable of protecting citizens' rights, the SPICE project supported CSOs engaged in addressing both the structural causes of the conflict and its consequences.

SPICE designed and delivered a package of human rights interventions that promoted peace and reconciliation, but also brought to the fore organizations like SfM, HEO and NPC to improve their monitoring of religiously motivated violence and communal tensions. Similarly, grants to HEO, MCC and NAFSO supported advocacy and the monitoring of land rights and issues across the country. R2L, CHR, MCC, CPPHR and CPA raised awareness and monitored disappearances, unlawful detention and other grievous human rights abuses that occurred during the war and under the guise of the PTA.

In the Sri Lankan context, much of the rights work that SPICE supported in terms of pursuing justice for war-related atrocities, working on a solution to the national question through methods such as power-sharing, demilitarization and return of lands are also critical for reconciliation. Sustainable peace and reconciliation in the country is predicated on basic standards of justice and rule of law being ensured.

²⁴ The organizations that attended included ASN, MARDAP, SEED, ORHAN, MENCAFEP and Navajeevana.

²⁵ For example, FOSDOO, RGNK, RSSO, Dabindu Collective, MWDT, NewAROW RPK and AWF, as well as some other CSOs.

Seen in this light, most of the rights work that SPICE supported under the Outcome 1 area also was necessary intervention for promoting peace and reconciliation. After the democratic change in 2015, this got encapsulated in the transitional justice discourse. SPICE grantees made a significant contribution through its grants toward raising awareness and shaping the transitional justice discourse in country.

KEY INTERVENTIONS TO PROMOTE RECONCILIATION, INTER-COMMUNAL HARMONY AND TOLERANCE OF DIFFERENT COMMUNITIES

To address the language barriers that existed in local public services such as the postal service, at police stations, in hospitals and schools, **Sarvodaya** organized Tamil-language classes for Sinhala-speaking government officials in the multi-ethnic town of Balangoda in Rathnapura District. The program aimed to strengthen relationships between the **public** and service providers of different ethnic communities.

To encourage youth from different ethnic backgrounds to interact and to encourage their participation in community decision-making processes, **CRPC** facilitated monthly meetings and gatherings that provided them with opportunities to exchange ideas and debate the recommendations of the LLRC and issues relating to livelihood initiatives for youth. The issues and concerns raised at these sessions were compiled in a memorandum to the Uva Provincial Council.

PCA, for example, trained youth from different ethnic communities on peacebuilding and non-violence communication. These youths formed 36 peer groups in their villages where the group members discuss various subjects to better understand other religions and communities.

During the 2015 general elections, **NPC's** DIRCs recognized their role and the time-sensitive need before the general elections to advocate for democracy and good governance, and held 10 meetings to mobilize community leaders and educate them to guide their constituencies to vote for parties and candidates who advocate for and reflect values of good governance and reconciliation to Parliament. The meetings took place in Jaffna, Batticaloa, Badulla, Nuwara Eliya, Kandy, Mannar, Anuradhapura, Puttalam, Galle and Matara districts within a two-week period.

Supporting Civil Society Responses on Transitional Justice and Sustainable Reconciliation

SPICE supported more than 20 CSOs working on transitional justice, either explicitly or as part of its broader project purpose. To contribute to the government-led reconciliation process after 2015, SPICE adopted and supported interventions to promote awareness about the transitional justice mechanisms and processes underway and deliver transitional justice messages to the grassroots and to communities, as well as mobilized communities to engage in, make submissions to and challenge the transitional justice processes that were taking place.

SPICE grantees²⁶ promoted stakeholder awareness through trainings on transitional justice concepts and the **four pillars**; how to engage with the various mechanisms; and how best to engage with and lobby the government to hold them accountable to their transitional justice commitments. The trainings, particularly in the regions, targeted all stakeholders, including, local, provincial and national government officials, victim groups, the **general-publicpublic**, CSOs and community-based organizations (CBOs), religious leaders, community leaders, policymakers, lawyers and academics. The trainings were designed and implemented to cater to the respective groups.

A number of **Severai** grantees carried out awareness-raising on issues related to **transitional justice (TJ)** for victim communities, youth, local government officials, PWDs and the community at large. At least four organizations carried out a series of trainings on TJ-related issues in local communities, where **a majority of** **most** participants did not have any knowledge or understanding of TJ. All organizations said that although this type of training was a good starting point, long-term engagement and discussion is vital for real change to take place. However, general feedback from the trainings has been positive (mainly in

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26 CPPHR, HEO, CAMID, PPCC, NPC, ISD, SACLs, ICES, CHRd & NCEASL.

the Northern, Eastern and Central provinces), with more interest in these issues being generated by those who participated.

Through SPICE, grantees such as CPA, SACLs and ICES developed and disseminated key resources on the TJ process. Awareness-raising material, including documents, resource material, training manuals, analysis, documentaries and YouTube videos on transitional justice, was developed and disseminated in all three languages.

SPICE supported discussions and dialogues at national, regional and local levels to dispel preconceived misconceptions of TJ, lobby and engage key stakeholders and CSOs and take national-level discussions and messages to the rural, hard-to-reach regions in the deep south, as well as the war-affected areas. CPPHR, PPCC, CAMID, HEO and MCC implemented activities to empower war-affected communities, ex-combatants, survivors of torture, families of the disappeared, the detained and other victims and ensured that they could raise their concerns directly with the CTF and authorities. In addition, legal support to victims and targeted support for families of victims was integrated into project interventions. Through ICES, SPICE brought in renowned international experts from other countries with experience in TJ, particularly from Latin America, to break the overwhelming reliance on the South African experience and provide exposure to Sri Lankan CSOs and key government stakeholders to alternate approaches and models of transitional justice. These experts held events across the country so that others beyond the national/Colombo-based CSOs and forums [could](#) access these experts.



HEO and ADALR hold a silent protest in Ampara District to bring public attention to the land issues affecting communities, November 2016.

on the state or CSOs. The Ampara District Alliance for Land Rights (ADALR) established by HEO, for instance, is led by farmers directly affected by land-grabbing, and their campaigning efforts are detailed in HEO's story (042-16-HEO-1). Also, the Truth Forums established by NPC, via their DIRCs, have successfully mitigated certain inter-community grievances in specific regions.

SPICE supported organizations to promote awareness across a broad segment of Sri Lanka's population through the use non-mainstream media. CPA's three websites, [Groundviews](#), [Vikalpa](#) and [Maatram](#), are actively involved in highlighting transitional justice and human rights issues; and via social media (Facebook, Twitter and Instagram). This ensured that messages on transitional justice reach youth across the country. PMN used radio as a medium to engage citizens in Sri Lanka's deep south who are still

Five grantees²⁷ received support to monitor state initiatives on transitional justice. The monitoring process took on different forms, including regional discussions, regular analysis and reporting on progress and situation updates, taking on an observer status at regional consultations. NPC, NAFSO, ISD and HEO supported and established local bodies of community members, including victims and affected people as representatives. These alliances or coalitions are set up to resolve community issues and grievances without relying

27 CHR, CPPHR, CPA, ICES & MCC.

relatively unaware of TJ. LST trained journalists and that ensured new material was produced for print and non-traditional media.

Supporting CSO Work that Helps Greater Inclusivity and Reintegration of Vulnerable Individuals and Communities

CSOs **must** grapple with the challenges of inclusion and reintegration to the communities that many vulnerable individuals and groups face. It becomes incumbent, therefore, to work on inclusion to assert one's rights and become an active citizen. SPICE supported several CSOs that were working directly with the affected/marginalized communities to assist their social inclusion programs. These included CSOs working with differently abled groups, families of the disappeared, survivors of torture, ex-combatants and survivors of gender-based violence.

SPICE grantee support included providing solidarity through formal and informal structures. For example, CAMID set up DPOs and a federation that provided a safe avenue for differently abled, including the ex-combatants to raise their issues. The Arokiya story (027-16-CAMID-1) is a good illustration of this support. AWF set up survivor solidarity groups for women victims of violence to discuss among themselves and plan next steps. Uva Shakthi set up citizen committees consisting of plantation workers who had been marginalized from local government services and obtained addresses and street names for them, thereby gaining them recognition. These organizations also interacted with the relevant government officials, raised awareness about their condition and made linkages between them and the affected groups. They ensured that government services are improved and made accessible to these vulnerable groups. SPICE contributed to reorienting these organizations that were solely service-based to become more rights-based in their analysis and approaches.

SPICE GRANTEES CONTRIBUTE TO THE LARGER TJ PROCESS

Key staff of several SPICE grantees were appointed to committees to carry out consultations on Sri Lanka's transitional justice and reconciliation mechanisms, i.e. the Consultation Task Force (CTF), Zonal Task Force (ZTF) and Expert Advisory Group, while other grantees supported the regional processes by providing psycho-social support and coordinating public consultations for the ZTF.

Grantees and staff have made direct/joint submissions to the Consultations Task Force on reconciliation mechanisms (CTF or ZTF), on issues ranging from land occupation and displacement, grievances of the families of the disappeared, detainees under the PTA and extra-judicially killed, long-term grievances and on the structural violence faced by the hill country community. Grantees have also facilitated other smaller, less-resourced grassroots organizations to make submissions or mobilize communities to make submissions. Many of their concerns have been reflected in the formal report submitted by the CTF to the government.

Many of the war-affected vulnerable individuals and their families required psycho-social support for healing. Some organizations provided this counseling directly, while other CSOs referred them to professional counseling in the area. SPICE supported PPCC in Batticaloa to provide counseling support; that group worked not only with ex-combatants and torture survivors, but also their families and families of the disappeared.

One of the most widespread support vehicles was providing livelihood assistance, as the economic condition was a major disadvantage for most vulnerable individuals. The initial assessment in the North indicated that this was the priority concern for woman-headed households. Sustaining rights work in this context therefore required some subsistence support. Also, this livelihood assistance was a preliminary step toward inclusion in village-level decision-making bodies such as the RDS and WRDS, speaking out for their rights at public forums, etc. ZOA, CPPHR, SWDC, Koinonia, WANT, ORHAN, MARDAP, MWDRF and HUDEC provided a total of 1,332 livelihood grants to ensure supplementary income to most vulnerable families.

PROMOTING AWARENESS AMONG STAKEHOLDERS IN DIFFERENT SECTORS

MWDT facilitated trainings on the roles and responsibilities of mosques when dealing with issues related to marriages and divorces as prescribed by Muslim Personal Law (MPL) and on domestic and other forms of violence and the need of legal prosecution. The trainings promoted awareness among trustees of mosques, Quazi court judges, marriage registrars and MWDT's "changemakers."

AWF conducted workshops for local government officers to strengthen the multi-stakeholder GBV taskforce in the divisions where they operate. Government officials gained a better understanding on the role of GBV task force members when addressing and responding to GBV issues, gender principles, GBV sensitivity in decision-making, documentation and referrals/ reporting.

To create an enabling environment to advance the rights of children with disabilities, **ASNN** facilitated several trainings and workshops on rights-based approaches and community-based rehabilitation for high-level and second-tier government officials. High-level officers from the provincial health, social services and sports departments and the Zonal Education Office in Ampara District participated. The mid-level officials comprised school principals, teachers, probation officers, women's development officers (WDOs), in-service advisors and child rights promotion officers (CRPOs). As a result of the initiative, a working committee to address the rights of people with disabilities, headed by the regional director of health services, formed in Kalmunai DSD in Ampara District.

The first grant to **NCEASL** sought to protect religious freedoms, particularly of minority faiths in Sri Lanka. To achieve this, NCEASL supported awareness-raising activities and trainings for members of the media, legal professionals, academics and young human rights defenders. Lawyers from the North, East, South and North Central provinces received training on various legal strategies they can use in religious cases relating to the breach of religious freedom. Youth participants received training in advocacy, peacebuilding and religious freedom; and journalists took part in trainings on sensitivities and ethical reporting of religiously motivated violence.

CHRCD promoted awareness on migrant workers' rights among local government officials involved in overseeing foreign employment and migration. Awareness-raising sessions and the dissemination of resources on migrant workers' rights aimed to harness commitment and action to support and protect migrant workers abroad.

Outcome 3: Enhanced Management and Technical Capacity of Sri Lankan Organizations Supporting Civic Participation and Inclusive Development

SPICE provided systematic capacity development support to 29 grantees through two phases of the project. It also provided support to 14 grantees of USAID's Development Grants Program (DGP), as agreed with the Mission. Thirty-two CSOs represented in the Core Values trainings and 15 organizations that participated in SPICE-supported group trainings received capacity-building support. In addition, SPICE supported the sector-wide capacity-building initiatives through analysis, advocacy and training.

Adapted from MSI's Institutional Development Framework (IDF), capacity-building interventions were designed to enhance the technical and management capacities of local CSOs through a six-step implementation process and its implementation was guided and supported by an organization development facilitator (ODF), designated to each grantee to ensure the integration of the new capacity into the organization systems and culture.

By the end of the SPICE project:

- Under Component 2,²⁸ 77 percent of 43 organizations supported by SPICE have met their benchmarks in their organizational improvement plans (OIPs). SPICE provided systematic capacity-development support to 29 SPICE grantees. It also provided support to 14 grantees of USAID's

²⁸ Originally Component 3; see Table 1 for details of the modification.

Development Grants Program, as agreed with the Mission. Capacity-building trainings reached 686 people (53 percent women, 47 percent men; and 21 percent under age 29) have received capacity-building trainings.

- Ninety organizations received capacity-building support since the beginning of the SPICE project. SPICE and its capacity-building partners provided 108 interventions in the six major areas of organizational and program capacity to the SPICE grantees, while 27 specific tailor-made interventions were designed and conducted for USAID's DGP grantees. Areas of support include vision and governance, program management, human resources, financial management and external resource development (e.g., media and communications strategy and website development).
- SPICE had engaged six Sri Lankan capacity-development service providers to support the CSOs. These CBPs provided 20 ODFs and 40 expert consultants in finance, management skills and other topics to support the capacity-building priorities of the selected SPICE and DGP CSO grantees.
- Group trainings for participants representing different organizations create a space to share experiences and learn about diverse operational contexts, thematic issues, strategies and innovative ways to deliver programs and campaigns. Therefore, 24 group trainings were facilitated, focusing on generic themes identified during the organization self-assessments, to address gaps and weaknesses, particularly on program and financial management.

TABLE 7: PERCENTAGE OF TARGET SRI LANKAN ORGANIZATIONS MEETING OIP BENCHMARKS

Description	Total # of CSOs	# of CSOs meeting OIP Benchmarks	%
SPICE Grantees	29	22	76%
USAID DGP Grantees	14	11	79%
Total	43	33	77%

TABLE 8: NUMBER OF SRI LANKAN ORGANIZATIONS RECEIVING CAPACITY-BUILDING SUPPORT

Type of CSO	Number of CSOs
SPICE grantees	29 ²⁹
DGP grantees	14
Other CSOs represented in the Core Values trainings	32
Other CSOs represented in group trainings	15
Total	90

TABLE 9: NUMBER OF PEOPLE TRAINED

No.	Training Area	# of People Trained
01	Project Proposal Writing/ Project Design	151
02	Monitoring and Evaluation	109
03	Rights Based Approach	107
04	Project Cycle Management/ Managing USAID Grants	87
05	Finance Management and Documentation	83
06	Core Value Program	63
07	Advocacy	44
08	Media, Social Media, Communications	42
	Total	686

²⁹ Twenty-six went through the full process, while three more grantees received discrete capacity-building input.

Strategic Approaches Adopted

The SPICE approach to civil society capacity building was based on five pillars to ensure relevance and accountability to the CSOs that received support: sensitivity to the context, participation, quality assurance, flexibility and learning and adaptation.

Sensitivity to the context and inclusiveness: Given the general restrictions and insecurity of the context when the project began, SPICE carefully selected staff, capacity-building partners and consultants to build trust with the CSOs. SPICE monitored the conditions facing CSOs and modified activities such as timing and location of meeting venues to avoid increasing risks to CSOs. SPICE reached areas and vulnerable groups in the North and East that had been particularly affected by the war and translated capacity-building tools and materials into Sinhala, Tamil and Braille languages. Organizational development facilitators (ODFs) were chosen and seconded to CSOs already familiar with their work or who had prior experience in the sector based on their sensitivity and ability to adapt and support the organizations.

Participation: SPICE interacted in a participatory manner with partners and grantees. SPICE methods enabled CSOs to select their own capacity-building priorities and include all staff or representatives thereof in capacity-building activities. Inclusion and participation were hallmarks of the design of the interventions, with measures taken for feedback of the grantees on processes and quality to be incorporated. SPICE capacity-building staff were available virtually around the clock to respond to partners, consultants and grantees.

Quality assurance: Commitment to the grantees and professionalism led staff to thoroughly review the technical plans, workshop/ training designs and reports submitted by capacity-building partners. Through this review and observation of selected interventions, the staff provided detailed feedback to strengthen the content and process of all activities delivered by the partners.

Flexibility: The space and opportunity to change or add new activities to address organizational and contextual changes contributed to the overall capacity-building process of several CSOs. The flexibility to review and revise specific activities or the process of its implementation to better suit the changed political and social context has proved invaluable to grantees. When the political environment opened following the elections in January 2015, SPICE supported CSOs to revise their strategies to enhance citizen participation and transitional justice.

With the DG grantees, the MSI capacity-building cycle was modified for adaptation and thereafter, the capacity needs identified through the Organizational Capacity Assessment (OCA) by USAID were revisited before implementation and the changed priorities were taken into consideration when the OIPs were developed.

Learning and adaptation: SPICE staff sought extensive feedback from capacity-building partners and CSO grantees to continuously improve their activities. They held regular review meetings with ODFs and CBPs, solicited and shared feedback from grantees and brought in additional expertise to address emerging gaps. This enabled the project to successfully adapt a model based on best practices in CSO organizational development in the Sri Lankan context to recognize what was working, what was not and how to adapt its methods to better achieve its objective in collaboration with partners and grantees. The Core Values training also adapted lessons from the first round and when implementing the second round.

Activities and Approaches of SPICE Capacity-Building Interventions

SPICE carried out three main sets of capacity-building activities. The first comprised an integrated organizational capacity development process to strengthen the management and technical priorities of selected SPICE and DGP CSOs, while the latter two sets addressed critical emerging aspects of the broader civil society sector influencing the operational capabilities of all CSOs in Sri Lanka. These activities included designing and implementing two rounds of a seven module training series for second-level CSO leaders titled Core Values, and commissioning research on the operational and regulatory environment that then informed a series of CSO roundtable discussions and advocacy.

Activity 1: Supporting Integrated Organizational Capacity Development of Selected SPICE and USAID DGP CSO Grantees

SPICE enhanced the managerial and technical capacity of 43 CSOs through an integrated process over the life of the project. Twenty-six SPICE grantees and 14 DGP grantees received support in the first phase (2013–2015), while 14 SPICE grantees (11 continuing and three³⁰ new) and nine of the 14 DGP grantees received support in the second phase (2015–2016).

TABLE 10: SPICE GRANTEES RECEIVING CAPACITY DEVELOPMENT SUPPORT

Northern Province	Eastern Province	National and Other Regions
MWDT	AWF	CHRD
MWDRF a.k.a. Sangami	EVSDOW	CHR
RPK	NewAROW	CPA
WANT	SWDC	EG
MCC	WDF	NAFSO
CDO	CPPHR	R2L
FOSDOO	ASNN	NPC
ORHAN	CAMID	NNAF
SEED*	KOINONIA	ISD*
		SARVODAYA
		SACLS
		ICES

USAID DEVELOPMENT GRANTEES RECEIVING CAPACITY DEVELOPMENT SUPPORT

JSAC	MENCAFEP	ICS
SHANITHAM	HHR	FRC
NAVAJEEVANA	CFH	HHR
GM	PERAGAMANA	LRWHF
NF	SLCDF	SEVALANKA

Description of the Adapted Model and Tools

SPICE adapted the MSI capacity-building cycle model based on the principles and best practices of organization development, adult learning and participatory development, along with its IDF assessment toolkit to the SPICE project and sector context. Consistent with good practice, SPICE continually adapted the assessment framework to the diverse types of CSOs and networks that the project engaged.

At the outset of the project, the SPICE DCOP worked with MSI's capacity-building advisor to add four capacity elements to the IDF framework to integrate the overall SPICE program focus. They were:

1. *Core Values/Identity*, added to the Governance section;
2. *Rights-based approach* added to the Program Cycle Management section
3. *Diversity* (of ethnicity, religion, age, ability) added to the gender element of the Program Cycle Management section; and
4. *Civil society leadership* (especially through participation in networks and alliances) added to the External Resources section.

³⁰ The three new grantees participated in a modified process in which their priorities for capacity building were identified in conjunction with their grants rather than through the self-assessment process.

Given their priority for the project, SPICE also addressed them through subsequent activities, including the CORE VALUES training, and the civil society roundtables and advocacy on issues pertaining to the regulatory framework governing CSOs.

Commented [NT9]: Their as in the CSO or MSI? If it's SPICE, shouldn't it be "our"?

CSO Ownership: A key rationale behind the model is engaging CSOs in capacity building in ways that will foster ownership and institutionalization of the new capacity by participating CSOs. Facilitating participatory self-assessment by CSOs, using an adapted framework is one element of the model common to most capacity building programs. SPICE worked with the CSOs to develop formal organizational improvement plans (OIPs) that served as the basis for providing tailored capacity-building interventions to each CSO. The OIPs were structured to include objectives, interventions, a timeframe and benchmarks to indicate completion of each objective/intervention. On completion of the interventions, SPICE and the CSO reviewed these benchmarks in a participatory manner to facilitate learning and ownership of the results by the CSO.

Organization Development Facilitators (ODFs): Another important element, less commonly used, is engaging consultants known as organizational development facilitators (ODFs) to guide and accompany the CSOs through the capacity-building process. These individuals build coaching and mentoring relationships with CSOs, assisting them to reflect on and assess their own organizations, to prioritize important areas to strengthen, and to manage the allocation of staff time and resources necessary for implementing the capacity building activities and institutionalizing the new skills, systems and practices within the organization. Too often, capacity-building interventions are delivered without any follow-up. This leaves new capacity underutilized due to the lack of support for the organizational change, learning and adaptation needed to fully absorb new ways of operating. The role of the ODF is to enhance the institutionalization of new capacity.

Sri Lankan Capacity-Building Partners: Finally, MSI had committed to engage Sri Lankan capacity development service providers rather than use international experts. Experience elsewhere has shown that this strategy can be more effective because local service providers better understand the context of the CSOs, more efficient because of the lower costs of the local economy and more sustainable since the local service providers remain in the country and available to the sector, even after the project ends.

DGP Capacity Development: SPICE adapted its methodology to work with the 14 DGP grantees were assigned by USAID, given priorities for capacity building that USAID had identified through its Organizational Capacity Assessment (OCA) tool. SPICE validated and adapted these priorities in consultation with the DGP CSOs and USAID, then provided tailored capacity-development services to CSOs, including training, on-site technical assistance in management and human resource development, monitoring and evaluation, sustainability and financial management and in-kind grants.

SPICE and its capacity-building partners provided a total of 108 interventions, grouped in 31 different types of organizational development. There have been 27 specific tailor-made interventions designed and conducted for USAID's DGs under 15 types of organizational development. (See Annex I for a summary of capacity-building thematic areas provided for SPICE grantees and USAID's DGP grantees).

Activity 2: CORE VALUES Training for SPICE, DGP and Other Sri Lankan CSOs

As the SPICE project engaged these CSOs in the process of capacity building in the challenging Sri Lankan political, economic and security environment, SPICE staff identified the need for two additional sets of activities to intervene in and strengthen the broader sector and legal environment for CSOs, the Core Values training and the CSO roundtables, research and advocacy.

The Core Values training addressed gaps in SPICE partner capacity, especially second-level leaders, to articulate and act on their core identities and values as civil society leaders. These gaps were seen in organizational self-assessments, ongoing strategic planning exercises and SPICE project proposals received from SPICE from a large number of many otherwise competent CSOs. These gaps were also expressed by current CSO leaders and other stakeholders who, along with SPICE staff, foresaw that

these areas if unaddressed would pose challenges for the sector in the near future. SPICE offered two rounds of the training, the first in 2015 and the second in 2016.

The first training included seven modules; the themes included: Roles and Functions of CSO(s) in Sri Lanka today; Accountability as an Element of Governance; Understanding the Challenges and Necessities of Networking That Is Not Top-Down, Pursuing an Advocacy Agenda That Is Generated at the Community Level; “Identity” (Including Ethnicity) and Recognizing Its Ramifications for Sri Lankan Society; Nationalism(s) at Multiple Levels and Contexts; and Addressing Gender Concerns, Especially in Relation to Culturalism Discourse. The training brought together 38 people (18 men and 20 women) representing 34 organizations.

The second training modified the curriculum to include five modules covering the following themes: Roles and Functions of CSOs in Sri Lanka Today; Understanding Ethnicity and Identity Formation with Special Reference to Sri Lanka; Understanding and Engaging with Nationalism(s) at Multiple Levels and Contexts; Gender and Cultural Relativism; and Accountability and Governance of Civil Society Organizations and their Networking and Advocacy Roles and Responsibilities. The training brought together 25 people (12 men and 13 women) representing 25 organizations.

Activity 3: CSO Roundtables and Related Research and Advocacy on the Operational and Regulatory Environment for CSOs

To raise awareness among civil society of the restrictive legal framework and influence the government to improve the operational and regulatory environment for CSOs, SPICE commissioned two research papers — *Assessment of Sri Lanka’s Legal and Regulatory Framework Relating to Civil Society Organizations (CSOs)* by Kishali Pinto-Jayawardena & B. Skanthakumar and *We Are Afraid of Them, They Are Afraid of Us: A Study Of The Context In Which CSOs and CBOs In Sri Lanka Function & Its Impact On Freedom Of Expression, Association & Assembly* by Ambika Satkunanathan. The findings were disseminated widely through regional and national roundtable consultations with CSOs in the Northern, Eastern, Western (Colombo) and Southern provinces and in the central plantation region during February and March 2016. A total of 137 participants (57 women, 80 men) represented 89 organizations, including human rights organizations, CBOs, women’s organizations, humanitarian/developmental organizations and regional NGOs. Eight participants attended in an individual capacity. The roundtable discussions were facilitated by SPICE’s chief of party, with expert input from David Moore of ICNL, Ambika Satkunanathan, B. Skanthakumar and S. Swornalingham.

The momentum generated by the roundtables is building a constituency for demanding change and advocating with the government directly on critical issues impacting the CSO space. A summary document of key grievances and recommendations that came out of the roundtable discussions in the Northern, Eastern, Southern, Central provinces and in Colombo District was resubmitted to officials and the Minister of National Co-Existence, Dialogue and Official Languages on April 20. After the initial promise, the momentum for law reform had weakened. SPICE engaged with the NGO secretariat to nudge them forward and offered to link them with potential volunteers who could help draft the policy and contours of legal reform. The secretariat has taken up the offer and is in the process of drafting an NGO policy based on the inputs from the round table consultation. The CSOs have indicated that they would like to see the policy and law reforms placed before them for feedback before it being finalized.

As a complement to this initiative SPICE also supported development of code of ethics for the sector thereby initiating a process of developing a self- regulation framework. Through a grant to NNAF an umbrella organization of smaller NGOs after wide consultation a code of ethics and a draft compliance tool to measure adherence to it has been developed. This has been shared widely and an effort to garner broad-based buy-in among key actors in the sector has begun. During the final extension period, SPICE also engaged with the auditors and the technical committee of the Chartered Institute of Accountants to improve reporting and auditing standards in the not-for-profit sector.

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Description of the Adapted Model and Tools

SPICE adapted the MSI capacity building cycle model, based on the principles and best practices of organization development, adult learning and participatory development, along with its Institutional Development Framework (IDF) assessment toolkit to the SPICE project and sector context. Consistent with good practice, SPICE continually adapted the assessment framework to the diverse types of CSOs and networks that the project engaged. A CSO network assessment tool was also developed.

At the outset of the project, the SPICE Deputy Chief of Party (DCOP), working with the MSI Capacity Building Advisor, added four capacity elements to the IDF framework to integrate the overall SPICE program focus:

1. *Core Values/Identity* was added to the Governance section
2. *Rights-based approach* was added to the Program Cycle Management section
3. *Diversity* (of ethnicity, religion, age, ability) was added to the Gender element of the Program Cycle Management section
4. *Civil society leadership* (especially through participation in networks and alliances) was added to the External Resources section

Given their priority for the project as a whole, SPICE also addressed them through subsequent activities, including the Community Organizations' Role and Ethos: Value Activism through Leaders' Understanding Enhancement Support (Core Values) training, and the civil society roundtables and advocacy on issues in the legal framework governing CSOs.

The capacity-building team adapted MSI's capacity-building model for the DG grantees at the outset when the SPICE portfolio was expanded.

CSO Ownership: A key rationale behind the model is engaging CSOs in capacity building in ways that will foster ownership and institutionalization of the new capacity by participating CSOs. Facilitating participatory self-assessment by CSOs, using an adapted framework, is one element of the model common to most capacity-building programs. SPICE worked with the CSOs to develop formal organization improvement plans (OIPs) that served as the basis for providing tailored capacity-building interventions to each CSO. The OIPs were structured to include objectives, interventions, a timeframe and benchmarks to indicate completion of each objective/intervention. On completion of the interventions, these benchmarks were reviewed by SPICE and the CSO in a participatory manner to facilitate learning and ownership of the results by the CSO.

Organization Development Facilitators (ODFs): Another important element, less commonly used, is engaging consultants known as Organization Development Facilitators (ODFs) to guide and accompany the CSOs through the capacity building process. These individuals build coaching and mentoring relationships with CSOs, assisting them to reflect on and assess their own organizations, to prioritize important areas to strengthen, and to manage the allocation of staff time and resources necessary for implementing the capacity building activities and institutionalizing the new skills, systems and practices within the organization. Too often, capacity building interventions are delivered without any follow-up. This leaves new capacity under-utilized due to the lack of support for the organizational change, learning and adaptation needed to fully absorb new ways of operating. The role of the ODF is to enhance the institutionalization of new capacity.

Sri Lankan Capacity Building Partners: Finally, MSI had committed to engage Sri Lankan capacity-development service providers rather than use international experts. Experience elsewhere has shown that this strategy can be more effective because local service providers better understand the context of the CSOs, more efficient because of the lower costs of the local economy and more sustainable since the local service providers remain in the country and available to the sector, even after the end of the project.

By the end of the project, SPICE had engaged six Sri Lankan capacity development service providers to support the CSO. These CBPs provided 21 ODFs and numerous expert consultants in finance, management skills and other topics to support the capacity-building priorities of the selected SPICE and DGP CSO grantees.

Quality Assurance: To ensure the quality of capacity-building work and accountability to grantees and partners, several modalities of engagement with the CBPs and ODFs were established. Orientations, trainings and quarterly reviews with the CBPs and ODFs supported regular discussions to adapt the process, acquire knowledge during the course of the process and encourage learning among ODFs, and reporting back at the close of each engagement

In addition, the SPICE capacity-building team reviewed the performance of the ODFs in light of the following criteria and reassigned the responsibility to the appropriate team to ensure the final phase of the capacity building of the shortlisted grantees.

- Understands and fully bought into the ethos of being an ODF;
- Experience, knowledge, skills and willingness to learn organizational development;
- Understands SPICE's role in the organizational development cycle of capacity building;
- Understands and has good rapport with grantee;
- Good rapport with SPICE staff; and
- Performance of previous ODF role.

DGP Capacity Development: SPICE adapted its methodology to work with the 14 DGP grantees that were assigned by USAID, given priorities for capacity building that USAID had identified through its Organizational Capacity Assessment (OCA) tool. SPICE validated and adapted these priorities in consultation with the DGP CSOs and USAID and then provided tailored capacity development services to CSOs, including training, on-site technical assistance in management and human resource development, monitoring and evaluation, sustainability and financial management and in-kind grants.

SPICE implemented capacity-building activities through Component 3 (renamed Component 2 in Phase 2), which was separate from the grant-making component(s) and managed by three full-time staff, two in Colombo and one in a regional office, under the supervision of the DCOP. The overall approach, activities and methodologies of SPICE capacity building work are described in the next section.

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4. PROJECT IMPACT

This section discusses the overall impact of the strategies, interventions and achievements described in detail in the previous two sections. While the accomplishments of SPICE interventions were highlighted earlier, this section analyses the overall changes effected collectively by these intermediate results and outcomes toward the project purpose of **expanding and consolidating civil society space for independent collective actions by citizens**. Two quantitative purpose-level indicators as well as a compilation of success stories in the project management plan (PMP) partly capture the accomplishments of SPICE at a basic level. But a fuller understanding of SPICE's impact in this regard is possible only by discussing civil society's role and activism, seen in the two distinctly different contexts of SPICE's implementation in Sri Lanka. They tell a story of civil society organizations and actors in Sri Lanka standing by their principles, surviving and holding out in a closing environment, eventually influencing dramatic democratic change and then energetically working toward consolidation of democratic and human rights gains. SPICE's funding, technical, capacity-building and networking contribution is recognized as critically useful through these stages. Some specific examples of the project's impact follow.

- 73 percent of SPICE-supported organizations believe that their participation/supported interventions have made an impact on development and governance decisions at local or national levels. These include significant legislative changes at the national level and addressing language rights and land rights at the divisional and village levels.
- 231 community projects enlisted active citizens' participation with the support of grantees or grantee-supported CSOs during the project period. Across the country, independent citizens' collectives working with SPICE-supported grantees had engaged in projects ranging from assigning addresses to up-country citizens for the first time in Badulla to responding to a heightened situation that arose out of ethno-religious tensions in South.
- 43 success stories (put together as a compendium in this report as Annex 2) from across the country illustrate the dynamic role of CSOs and communities at national, regional and local levels. They give a glimpse of successful interventions at different levels in ensuring protection of citizens, promotion of active engagement with government, promotion of reconciliation and women's empowerment.

Enhanced the ability of civil society to contribute to the democratic transition in 2015 and ensure that civil society priorities were incorporated into the new government's reform agenda.

A dramatic change happened in January 2015. By then, a system of governance that centered on the president and his family had established itself firmly. It was fast descending into authoritarianism by whittling away the checks and balances, was disregarding reconciliation calls to address the root causes of the national question and war-related accountability, was centralizing authority and entrenching the military in the Northeast and used ethno-religious nationalism as a mobilizing and constituency-building strategy. Operational space for CSOs was being limited though legal and extra-legal measures.

During this time, SPICE helped many organizations survive and equipped them to be more effective. The project included some first-time recipients of USAID assistance who contributed to opening space for advocacy on democracy, human rights and governance (DRG) issues. In 2013–2014, SPICE expanded the pool of organizations engaged in these issues across the country and helped these CSOs raise awareness and mobilize affected people around pressing rights issues.

Supporting some organizations to provide victims' assistance, legal support and services also enhanced acceptance and legitimacy of organizations on the ground. At an operational level, the SPICE team — with its intimate contextual knowledge, experience, technical know-how and networks — provided design and risk-mitigation strategies. The CSOs also played a part in framing the political discourse by defining the issues at stake. They used SPICE support to analyze and take the messages to the grassroots. By raising these issues in an informed manner, and backed up with mobilization of affected people, they created space for discussions on controversial topics where earlier it was restricted through fear and intimidation. When a range of formal and informal collectives took shape in the run-up to the elections, SPICE partners played key roles in them. The circle of influence of these groups grew through SPICE's support to contribute to the change.

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Because of this, it is widely recognized that civil society, together with other social and political forces in the country, played an important role in bringing about the change that occurred in 2015. SPICE support to key CSOs during this difficult operational environment ensured that critical voices on human rights and governance issues were maintained in the country as well as internationally (as described in the next section). Many of these voices combined efforts, some directly and many others indirectly, with the political forces that worked toward change — leading eventually to the unexpected results in the presidential elections.

When the change happened in 2015, many of the priorities that civil society actors had been demanding were incorporated into the new government's agenda. This included formal acknowledgment that the national question and war-time atrocities should be dealt with through a comprehensive process of transitional justice and constitutional reforms; rule of law and independence of the judiciary would be re-established and independent commissions strengthened; right to information was to be made a constitutional right and enforced disappearance criminalized; hate speech and religiously motivated violence would be curbed; the Prevention of Terrorism Act (PTA) was to be reviewed and replaced by one that meets international standards; gradual demilitarization and security sector reform would begin; people's lands that the military occupied would be released; corruption was to be dealt with and a transparent procurement process would be adopted. Significantly, the culture of fear was to be eliminated and freedom of expression, including dissent and freedom of assembly, were to be reinforced.

Civil society groups had formulated and sustained these demands in a risky and constrained environment, persevering to create a broader constituency for these proposals. Even as their legitimacy and credibility were questioned, they ensured that the population had an opportunity to hear alternative narratives and dissenters had the space to rally. SPICE supported and strengthened various nodes and linkages of the overall CSO ecosystem, thereby enabling the CSOs to fulfill this role better.

Civil society kept pressure on the Government of Sri Lanka in international forums on human rights and influenced the narrative, such as around United Nations Human Rights Council (UNHRC) resolutions (2013–2016).

SPICE support in 2013–14 was also crucial in documenting and aggregating information and initiatives and channeling them to advocate nationally and international advocacy on rights. The CSOs played a central role in advocating for rights and influencing the positions taken by the UNHRC on Sri Lanka through research, analysis and policy advocacy. SPICE grantees including CPA, SACLs and SFM — as well as those working directly with the affected communities, like MCC, CHRd and R2L — provided critical on-the-ground inputs to the UNHRC as well as diplomatic channels. The U.S.-sponsored resolutions at the UNHRC on Sri Lanka were informed by the work of many civil society organizations. Most significantly, the support allowed grantees to engage and mobilize affected communities at the district level, which made the information and the campaign legitimate and powerful. Beyond providing information, these communities — such as the families of the disappeared, victims of PTA abuses, those who lost land or were struggling through resettlement, victims of hate speech, etc. — could articulate their concerns collectively and were also able to engage with key international visitors like the U.N. Human Rights Commissioner and the U.N. Special Rapporteur on Torture. This collective engagement was very empowering and was a catalyst for future engagement when political space expanded. During this period, SPICE worked closely with the grantees on managing their security and risk considerations.

Civil society was able to adapt to the complexities of open environment and promote a reform agenda.

The opening of the operational space made it possible for the adoption of different types of civil society advocacy initiatives. Approaches beyond confrontation and critique were needed for the sector to continue to be effective. While the work of the CSOs and the alliances they built during previous years positioned them to take advantage of the new operational environment and a government amenable to working with CSOs, they also required upgraded skills, clarifying the nature of engagement with the government without losing independence and continuous adaptation.

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SPICE supported this process by redefining priorities for grant support post-2015 and adjusting its capacity-building interventions to take advantage of the new opportunities. While some organizations continued a critical approach, many were open to engaging the government. SPICE promoted and supported an increasingly multifaceted civil society activism through its grants. Interventions included: promoting issues with decision-makers; influencing prioritization and agenda setting; formulating solutions, providing alternatives and constructive suggestions; helping with implementation; monitoring and channeling feedback; mobilizing affected people; and building stakeholders' capacity to do the above.

While some organizations remained reluctant to let go of the critical and confrontational approach too soon, CSOs like TISL worked with the government by lending their technical expertise on the Open Government Partnership (OGP). Similarly, many CSO leaders took on government-assigned responsibility to lead the consultation process on transitional justice (TJ) mechanisms. Advocacy organizations like R2L raised human rights issues at international forums and began sharing and engaging with the government at the local level on these issues. Sarvodaya coordinated with the government by taking constitutional reform discussions to the field. Even at the district level, organizations increased the rights orientation of their engagement with local government and leadership. This often required organizations to re-evaluate their mission in the new context and reprioritize the components of their work. SPICE promoted these processes through its funding as well as technical, capacity-building and networking support. The Core Values training program was also designed to equip key CSO leaders from across the country to adapt. Though variations occurred based on issues and regions, greater importance was given to documentation, grounded policy analysis, alliance building, networking, lobbying and persuading and negotiating with decision-makers.

Civil society organizations made salient contributions to the transitional justice and reconciliation process.

Once the transition took place in 2015, SPICE emphasized support for civil society organizations to advocate for transitional justice and promote understanding on its application in the Sri Lankan context. These civil society groups were critical in advocating for a robust transitional justice mechanism and instrumental in getting the Government of Sri Lanka to acknowledge its past transgressions and publicly commit to a process overseen by the international community. The pressure from CSOs and the international community (which was often informed by these same CSOs) resulted in key successes. It pushed the government to accept the need to look at past issues of the conflict, including war atrocities; lay out a concrete policy framework with four mechanisms and co-sponsoring a TJ resolution in the UNHRC; enact legislation to form the Office on Missing Person (OMP); undertake a nationwide consultation on transitional justice mechanisms; and make some progress on confidence-building measures. The latter includes some land releases, reviewing the PTA, ratifying the U.N. convention on enforced disappearance and gazetting enabling legislation in country, replacing military governors with civilian governors for the Northern and Eastern provinces and enabling an environment for freedom of expression and assembly. This is a significant set of achievements by any measure, though considerable concerns remain about the government's commitment to these processes and its ability to implement them.

In addition to supporting CSOs to maintain pressure on the Government of Sri Lanka during 2013–14, SPICE supported CSOs to work post-2015 on transitional justice, which proved consequential. SPICE supported many organizations in their introductions to TJ and helped CSOs across the country raise awareness on the concept and mechanisms at a time when the government was reluctant to do it. SPICE supported projects that mobilized victims and affected families, integrated voices of marginalized communities (including from the Muslim and upcountry Tamils) in TJ, and helped CSOs reach out to circles beyond the "usual suspects" and broaden the TJ discussion beyond its reliance only on the South African model. In addition, SPICE provided institutional support to organizations working on TJ, including developing a key resource center on TJ in the country, supported production of a variety of research and documentation and facilitated improved networking and contributed to the consultation process through the CSOs.

Enhanced the ability of civil society organizations to be inclusive of and responsive to women's rights issues.

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SPICE supported 17 women's organizations, and 42 grants (around 36 percent of the total) for 27 civil society organizations (40 percent of the total organizations supported) have supported implementation of gender-specific projects, either to address gender-based violence (GBV) or to promote gender equality. Women's rights issues were a key focus. The project played an important role in sustaining women's groups in the districts at a crucial time. The MWDT and MWDRF success stories are a good illustration of the impact in this regard. SPICE also facilitated networks in an organic manner, making linkages and providing technical and capacity-building support on gender mainstreaming and advancing women's rights. Some of these interventions have had impact beyond the project period on the organizations, networks and individuals.

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There is now an increased harmonization of CSOs efforts and increased collaboration between women's groups and government stakeholders in addressing gender-based violence. GBV task forces have been set up or strengthened in 36 divisions and are being used effectively to respond to GBV as a forum for activists and duty bearers to interact. This enhances the sensitivity, awareness and capacities of service providers, responding with emergency assistance and following up with referrals and case conferences and improving the information base. These forums have been recognized as an effective means at local levels of addressing GBV. The CSOs active in this area have also come together to advocate for the mechanism to be scaled up at a national level and get more formalized with ministerial oversight. Similarly, a strong network of women's groups and activists working on Muslim women's rights has evolved over time. Supported initially as a part of the overall program combating violence against women in the community, these groups have networked effectively to fight for Muslim women's rights since then. Civil society groups with women workers in the export processing zones (EPZs) are stronger now. SPICE supported them in expanding their membership and reach and facilitated networking among them and other CSOs.

Through dedicated technical input and accompaniment, some CSOs working on general rights issues have been oriented to integrate gender perspectives. Capacity-building support by SPICE had helped develop gender policies in some of the activist organizations and helped them institutionalize better practices in the long run. In many active citizenship interventions, women were prioritized; at the local level, the project supported an increased number of women to assume leadership responsibilities in their self-help groups, women's rural development societies (WRDSs) and citizen councils and other people's collectives. Vulnerable women were prioritized in the livelihood interventions that SPICE supported in the North and received technical skills and subsistence enterprise grants.

Helped achieve greater credibility and legitimacy for local civil society collectives to engage with the government at local levels.

SPICE supported many civil society organizations at the district level to shift from service delivery to rights-based approaches. Their holistic support and activism around local issues backed by mobilization of affected/concerned citizens and linking with national groups helped them gain greater legitimacy among both the population as well as the government. Space for engagement with duty bearers improved because of the new and stronger networks. As a result, it has made it possible for more communities to demand accountability and responsiveness from duty bearers at the local level following the different interventions from CSOs (who operate in diverse range of sectors). These CSOs are better able to monitor pledges and promises made by government at national, regional and district levels. In some instances, informed and empowered communities no longer depend on CSOs to demand accountability from duty bearers. Citizens are more empowered and confident to claim rights and entitlements. This was generally used as a conduit to demand accountability from local government and influence the quality of services for vulnerable and marginalized groups.

Enhanced CSOs' abilities to work with very vulnerable segments of the population to better integrate them into social, governance and economic systems.

SPICE employed a strategy of supporting civil society organizations working with vulnerable groups. This included working with differently abled persons, ex-combatants, female-headed households, LGBTIQ communities and others. Given the prediction of a dearth of funds for the disabilities sector, SPICE focused its attention on building a portfolio of a critical mass of CSOs working on disability-related issues. They then established and strengthened

representative structures such as the disabled persons' organizations (DPOs) at local levels, built their capacity and networked them with similar groups. They ensured that service providers, including government officials, gained greater sensitivity to and understanding of the issues faced by these groups and worked to improve service standards. The leaders of these groups and CSOs linked up with national-level organizations, both for learning about service delivery and initiating collective advocacy. The difficulty of working with ex-combatants was tactically mitigated by working with disabilities-focused CSOs that already had them as a part of their membership.

Provision of services and creation of forums to engage both affected groups and government authorities was productive in building the confidence of the marginalized individuals and families. A small but significant livelihoods component was integrated into the project to ensure that vulnerable groups would get at least a subsistence income base to engage in collective activity. This support benefited 1,051 people (including 691 women), allowing them to come together and participate in claiming their positions in other social spheres. For some, this facilitated reintegration. Similarly, some organizations provided psychosocial support to war-affected vulnerable people to facilitate their integration and help realize their potential. So, in addition to creating collectives and mobilizing them toward action, providing services or referral to services, these efforts have delivered lasting impact at the individual level.

For example, organizing self-help groups and women's groups in Kilinochchi and Mullaitivu districts in the Northern Province contributed to building solidarity and provided opportunities for income generation and livelihood assistance for women-headed households and other vulnerable women and their families. In the South, Savisthri mobilized women's societies and strengthened these collectives with analysis and advocacy skills to lobby the local government on key community issues. Initiatives to develop the capacities of these groups' members have also brought about the emergence of new women leaders and activists where none existed. With livelihood inputs, these women had access to other support mechanisms, such as GBV prevention and response services, child protection and complaints mechanisms.

Enabled stronger collective responses through networks, coalitions and collectives.

In a post-war setting, where communities are isolated and their members are vulnerable, mobilizing groups into collectives around common concerns and goals and bringing them together to act in the interests of the larger community has proven to reduce their vulnerabilities and revitalize communities. SPICE's approach in this regard has been to facilitate networking that is organic to the issue and is driven by the needs and priorities of the CSOs. A significant component of SPICE's programming supported grantees to form, engage in, support and strengthen forums, task forces, coalitions and networks at national, regional and divisional levels. SPICE supported initiatives that sought to both strengthen and sustain civil society collectives to better represent their people, even after the SPICE program has ended. By contributing to coalition-building and strengthening and facilitating networks and coalitions, grantees extended their reach and strengthened responses with other civil society actors and duty bearers.

R2L received support to create a network of survivors, individuals and organizations working on torture issues. This network coordinated documentation and advocacy interventions and anchored the preparation of a CSO shadow report to the United Nations Committee Against Torture (UNCAT). NAFSO utilized SPICE support to contribute to the land rights network it was leading and set up a northern fishers' network for effective advocacy. The Core Values training program, as one of its outcomes, facilitated a strong networking of activists across the country. HEO in the East created a network to fight for eight identified land rights issues. In addition, SPICE contributed through its direct activities support line to networks working on governance issues like the March 12th movement for good governance and the Change with Reform movement.

Vulnerable groups are now more empowered and more confident to engage with their duty bearers and are more willing to demand their rights. This provided opportunities for previously voiceless communities, who were left out of community processes and development agendas, to have a say.

Improved the capacity of selected CSOs to be more accountable and democratic, with better internal management and valuing a culture of continuous organizational development.

Inclusion: The SPICE project has made a unique contribution in providing integrated capacity development services to a significant number of medium and smaller CSOs in the regions that represent war-affected, marginalized, and vulnerable groups (female-headed households, people with disabilities, survivors of gender-based violence, etc.). These CSOs would normally have opportunities only to participate in group trainings or receive small sub-grants from national CSOs. The capacity development has enabled them to improve their accountability to their communities, their internal structures and systems, and to lead and participate in networking and activism when conditions improved. These capacities in turn strengthen their profiles as civil society leaders in their respective geographic and thematic areas. Although these groups have struggled financially when the level of donor funding did not increase as expected following the opening of the political environment in 2015, by the end of December 2016 they were beginning to receive new funding/projects.

Strengthened internal management systems: The integrated approach to capacity development, through which tailored training and on-site technical assistance were provided along with ongoing coaching and mentoring, led to demonstrated improvements in SPICE and DGP grantee staff knowledge, skills and organizational policies, practices and systems. SPICE project officers noted an improvement in the recipient grantees' project management over the course of the project. Despite the many challenges encountered, from the sheer amount of time required of CSOs to the loss of capacity through staff turnover, SPICE found improved results compared to capacity development through training alone. SPICE's integrated approach encouraged the CSOs to dedicate staff time, attention and patience for institutionalizing the new systems, whether in finance, monitoring and evaluation or governance.

Increased internal democratic cultures: The participatory approach practiced by SPICE staff and organizational development facilitators (ODFs) encouraged active roles for all staff in the capacity development activities. ODFs reached out to program staff to ensure they participated in and followed up on capacity-development commitments. SPICE encouraged CSOs to include board members, community representatives and other stakeholders to participate in strategic planning workshops. As a result, the internal organizational reflection practices in many CSOs became more democratized. In some cases, internal tensions increased when leaders were not open to broader participation, but in general the participatory approach has led to improved understanding, buy-in and ability to implement the new capacity, from networking and strategic plans to financial systems and monitoring and evaluation.

Appreciation for the value of capacity development for CSOs: At the outset of the SPICE-funded projects, most of the grantees shared the prevalent attitude among CSOs that the donor performs capacity building with the CSO for the donor's own purposes, whether in program topics or project and financial management. As a result of the participatory engagement and relationship building with SPICE, however, many CSOs report new attitudes about capacity development. They now have a foundation for understanding their own capacity as civil society actors, and appreciate how capacity building can benefit their own organizations and program activities.

The Community Organizations' Role and Ethos: Value Activism through Leaders' Understanding Enhancement Support (Core Values) training: Sri Lankan civil society has evolved its identity and leadership role in the context of the country's political, economic and social challenges, yet the first years of the SPICE project showed that this identity and social leadership was in danger of disappearing with the generational turnover and severe external threats. Hence the successful effort by SPICE to develop a seminar style training course for second-level leaders of SPICE, USAID DGP and other CSOs, in partnership with university and activist resource persons, has been received as a major contribution to the civil society sector by participants, host CSOs and the broader community. By extending its capacity-building interventions to organizations that are not SPICE grantees, SPICE recognized that, in addition to individual organizational development intervention, civil society strengthening should be complemented by broader sector-wide initiatives. Core Values has been recognized for providing more than 60 national, sub-national and community leaders with the necessary in-depth knowledge of the crucial yet controversial issues that figure prominently in the post-war Sri Lankan reconciliation and reconstruction process. It has also engendered the self-

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confidence and rigorous analytical ability that have enabled many to participate effectively in national dialogues and decision-making entities concerning these issues, and at these forums they have been able to powerfully withstand narrow and divisive sectarian and ideological interests.

5. LESSONS LEARNED AND BEST PRACTICES

This section combines the lessons learned and best practices when implementing a civil society support program in transitioning context. It also highlights a few thematic learning points.

USAID's willingness to take risks and manage supportively: A civil society support program being implemented in a closing environment is inherently risky, but this risk pays off in effectiveness if implemented correctly. The United States is uniquely placed to support such programs due to its global profile and its clout with countries like Sri Lanka. USAID's bold move to fund a program of this nature and magnitude at a crucial time when other donors were scaling down, and for the Mission to champion this through the period, is a crucial factor in the success of this program. Having able focal points who are sensitive to the context and are aware of the big-picture challenges, and who adopted a supportive style of management, was a necessary condition for the success of the project.

The importance of building a staff team fit for the purpose. A project of this nature requires staff who are intimately aware of the context and have a proven track record in the country. The project leadership in-country cannot be *be-seen-as-be* partisan and should have a keen sense of trends. The leadership should have a demonstrated track record in managing security concerns (including security of information) and reputational risks that comes with doing such programs, and should be well networked and trusted by CSO partners' in-country. This is essential when operating in a constricted environment where risks are high. The frontline staff should be not only managers of compliance, but also providers of design and technical support. They should invest in a close working relationship and maintain confidence and be flexible. Given the risks, close monitoring of the projects and their implications is essential.

Keeping a low public profile but providing cover to local organizations when required. A civil society support project should be careful not to encroach into the political space of local CSOs. As such, any direct implementation and branding thereof should be kept to a minimum and, as far as is feasible, be constituted of grant-making to local organizations. The public activities of the project must be those of the local CSOs. While field presence in the districts is required to ensure monitoring, these too should not slip into nor *be-seen-as-taking* on an active role in implementation. For MSI, a company that did not have any significant public profile in Sri Lanka, maneuvering in the space was easier than for international non-government organizations with a greater profile that immediately attract government attention and scrutiny. Smaller organizations may require some support in terms of profile as a cover for some of the work they do, which needs to be facilitated sensitively.

Developing a portfolio that is balanced in a number of several aspects. In a constricted environment, having a balanced portfolio is useful both for survival of the project and its effectiveness. In the Sri Lankan context, it was imperative for a governance and reconciliation project to have a geographic —and by extension an ethno-religious — balance. While revitalizing CSOs in the war-affected areas and sustaining key organizations at the national level are important, gaining traction on governance and reconciliation will be possible only by also reaching out to civil society among the majority Sinhala population. For the first year and half, SPICE was contractually constrained in its ability to reach out to the South in the form of direct programming and hence supported national grantees in their programming in areas out of North and East. This limitation was recognized early in the process and rectified through a modification in 2014.

In an extremely constrained environment, it is necessary to balance civil and political rights and democratic governance projects with a mix of reconciliation, participatory citizenship and service-delivery projects. This is true for two key reasons. First, having projects that are considered less hard-core rights programming enables the project with required optics in reporting, approvals and access. Working on issues that are of shared concern to both the government and civil society, like addressing violence against women, service delivery, subsistence livelihood and others, enables the project to have a public profile that seems less edgy. In a country like Sri Lanka, where surveillance was heavy and reporting requirements onerous, getting this balance right and devising a communication strategy around it was crucial for the survival of the program and for necessary government approvals. Second, and more importantly, when engaging with affected communities on rights issue and mobilizing

them to bring about change, it is necessary that one also addresses their concerns about support. Local legitimacy and public acceptance of CSOs that do a mix of both are higher than what others enjoy. A CSO's rights work is also enriched and made feasible and effective by adopting such a holistic approach.

Having a mix of national and regional organizations is critical too. Given the repressive environment that was prevalent, particularly in the North and East, during 2013 and 2014, it was key that national organizations with a few extra layers of protection take the front line on some issues, purely as a security strategy. But for national organizations to be effective, they need the information from the grassroots, as well as support and acceptance of the affected groups on the ground. The division- and district-based CSOs play a crucial role in this regard. SPICE found that expanding civil society space is not only about headline grabbing issues and high profile altercations at the national level but it is constantly struggled for and mediated at the districts and villages. Hence supporting and nurturing them should be a necessary part of any civil society interventions, as the whole CSO eco-system needs to be strengthened for effective expanding of space. For instance, when SPICE found that rights-oriented CSOs in the North were limited, the project made the extra effort of placing an office in [that](#) district to support them.

The CSO partnerships should be horizontally diverse and vertically linked up. A program of SPICE's size should focus on multiple thematic areas of pressing concerns within the confines of DRG areas and with the program goal in focus. The program should not focus on only one or two issues. To maintain and hopefully expand space in a closing environment, it is necessary to bring a wide variety of civil society partnerships together. But within each thematic area there must be a critical mass of CSOs supported to gain any traction. If feasible, for any given issue, it is recommended to bring together many organizations that complement each other and work at different levels for safety in numbers as well as for program effectiveness. For example, in protecting citizens' rights related to egregious human rights violations, SPICE supported organizations promoting policy at the national and international levels, in Sri Lankan judicial institutions and independent commissions and at the street and community levels.

Similarly, to have an impact on gender equality, **strategic clustering** of gender-focused projects was emphasized. The portfolio therefore evolved with partnerships around key themes selected based on a preliminary assessment: (a) promoting a structural, multi-stakeholder response to GBV, (b) facilitating integration of vulnerable women into local social/governance/economic systems, (c) promoting rights of Muslim women and (d) protecting labor rights of young working women in free trade zones and the apparel industry.

In this manner, trying to reach a critical mass within each theme, SPICE supported thematic areas that included: protection of citizens' rights (on torture, disappearance, detentions, land rights and freedom of religious beliefs), promoting active citizenship and engagement at local levels with government, fostering reconciliation and peacebuilding, supporting inclusion and reintegration of vulnerable groups (disabled persons, women-headed households, LGBTIQ, ex-combatants), subsistence livelihood for the marginalized, rights-based reporting for journalists, transitional justice and others. It is critically important to engage with a wider spectrum of civil society activities and organizations in this manner. When faced with inhospitable environment, a broader and diverse group of CSOs is needed to work in their own thematic areas, coordinating across themes and geography where necessary, to hold the line and expand the shrinking space. A wider portfolio with activist organizations and those that have a softer, quieter strategy should be carefully built based on minimum agreements on the importance of freedom of expression and assembly.

A CSO support project working on DRG issues in a transitioning context should be flexible, fleet-footed and adaptive. In a closed environment, while long-term program planning is useful, it is always necessary to be able to respond to opportunities that open up. In the constant struggle for operational space, being effective requires a response to such opportunities or crises. The program and staff should be flexible to accommodate this. During the project, Sri Lanka transitioned from a closed environment to an open environment with significant implications for CSO programming. The ability to adapt programming to the new situation was critical for SPICE's effectiveness. The understanding and supportive management style of USAID made it easier.

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Integrating gender considerations should start from day one and should have champions within the team. SPICE found the appointment of a gender advisor and presence of gender focal points in the field very useful. Gender integration should form part of the program rationale right from the beginning. SPICE developed the results framework in its first year to bring in gender as a central focus and ensured that project appraisals, design, monitoring and implementation were viewed through a gender lens. Given the importance of women's organization in the overall CSO space, it is important to support stand-alone women's rights programs in addition to ensuring that gender is mainstreamed across in all rights and reconciliation work. Ensuring a critical mass of women's organizations are sustained and strengthened should be an indicator for CSO support programs.

Separate tracks for grants and capacity building. SPICE has consciously ensured a clear distinction between its interactions with grantees in SPICE project monitoring and in capacity building. While both involve close interaction, a separation in the functions is required to ensure creation of a "safe space" for the grantee to openly address its weaknesses in the process of building its capacity without fear of affecting its grant (or eligibility for future grants). This enabled grantees to take on a significant amount of change and to own the results.

Coaching and mentoring to internalize and institutionalize new capacity. In contrast to projects that provide capacity building through one-time trainings or expert-driven consulting, the SPICE approach of structuring the responsibilities of ODFs to facilitate organizational and individual change brought deeper and more sustainable results. The approach recognizes that new capacity cannot be simply "dropped in" to an organization or imparted through a workshop, no matter how excellent either may be. Instead, people and organizations need time to prioritize new areas, learn the required skills, and adapt new procedures, practices and systems in the context of their own organization. The coaching and mentoring approaches do not always need to be formalized in an ODF; SPICE noted that at least one of the DGP consultants, who was assigned two grantees, also invested more time in coaching and mentoring.

Methods for strengthening the broader sector and CSO "ecosystem." As newer capacity-development approaches recognize, CSOs operate within larger systems that affect their operations (and that they also influence.) The Core Values training and the CSO roundtables were two innovative methods that have worked well in Sri Lanka and should be continued in future programs like SPICE.

Similarly, SPICE adopted an effective approach to strengthening CSO networks. In contrast to other projects that have provided funding for CSOs to set up networks, only to see the networks decline at the end of the project/ funding, SPICE implemented an informal approach, convening CSOs in the roundtables and other events to build shared understanding and commitment to act on the issues. As a result, the networks developed organically rather than as a result of funding they received.

Adaptability. A democracy, human rights and governance project implemented through CSOs in a volatile environment must be able to adapt to the context. SPICE initially had to be flexible enough to change strategy and approaches in response to vagaries of a constrained operating environment in which the government ratchets up surveillance and refuses to recognize the role of CSOs in a democratic society. After the unexpected change a little more than a year into the project, post-presidential elections, SPICE had to reorient again in consultation with its partners and USAID. Since the presidential election, space for civil society has opened. Both the government and the international community have shown appreciation for the role of civil society in upholding democratic values and exerting pressure for change on the former government. Several civil society leaders now work within government structures. State agencies see civil society as a legitimate voice. Instead of only agitating for rights and seeking to keep the civil society space open, some SPICE partners have [could](#) also work for rights-based solutions with the participation of civil society and the government. This has also opened space for SPICE to take a more hands-on approach to civil society strengthening such as facilitating civil society discussion on NGO regulatory environment which catalyzed civil society [to engage](#) government in promoting a self-regulatory mechanism, rather than a government-mandated system. While the diversity of the space that has opened has facilitated a diversity of roles, it is important to understand the role of civil society and where its functions end and those of the government begin, as well as the relationship between civil society and government and the limitations that are required in the

engagement. To have staff and systems to be able to respond in this manner is critical for a project like SPICE.

Comprehensive model. The SPICE project also encountered challenges in operationalizing the integrated model of capacity building in the country at the time. The model proved to be a new way of providing capacity development in Sri Lanka, so it took time to build common understanding of the process, roles and responsibilities of SPICE and its capacity-building partners with the grantees. Partnering and contracting arrangements had to be revised as the project implementation rolled out, and the initial gaps in understanding led to unexpected delays in providing the capacity-building interventions that had been planned with many grantees.

The SPICE capacity-building team invested significant time and personal energy in overcoming these challenges to set up a more effective and satisfying capacity-building process. The team convened quarterly review meetings with the capacity-building partners to review management arrangements, and with the ODFs to review the capacity-building experiences with grantees. SPICE systematically sought feedback from the participating CSOs and shared this feedback with the ODFs and capacity-building partners so that all could learn and adjust their activities. As a result, SPICE and its partners demonstrated the ability to learn, adapt and adjust their professional practices to ultimately benefit the capacity development of the grantees. In phase 2 of the SPICE project, the team decided to contract ODF and expert services through individual consultants, which the SPICE project managed instead of the capacity-building partners. While many of the same individuals were highly valued and retained, the business models of the partners did not easily mesh with SPICE requirements and expectations.

Language capability of resources and providers. In working with CSOs based in Tamil communities in the North and East, the SPICE project realized the need for much greater Tamil language capability than expected. The SPICE team responded by translating its resources, including the assessment framework and other documents, into Tamil as well as Sinhala. SPICE and the capacity-building partners took great pains to recruit subject matter experts who could speak Tamil. When such resource persons were not available, SPICE provided translation services.

Realistic OIPs. Across the board, SPICE and the CSOs found they were over-ambitious in the number and depth of capacity-building interventions included in the organizational improvement plans (OIPs) at the start. Participation in the self-assessments, especially among the regional organizations, had opened their eyes to the many areas in which they could strengthen their capabilities, and the SPICE team was committed to responding to their priorities. However, the time commitments required from the CSOs — even as they were implementing their projects and dealing with an often-threatening environment — proved greater than expected and contributed to the delays in implementing the planned interventions.

SPICE staff and capacity-building partners learned to increase the frequency of their check-ins with the CSOs and offer timely support. In phase 2, which lasted only about a year, the OIPs were much more realistic and limited the number of interventions. If SPICE were to undertake a similar, longer-term program again, staff would sequence the interventions so that the CSOs do not attempt more than one major process change at a time. Similarly, they would stop all new inputs at least six months before the end of the project to ensure that necessary time is available to absorb new capacity and institutionalize the systems.

Complexity of CSO capacity development. Finally, SPICE recognizes the need for a rich variety of expertise and intervention methods to support CSOs. No single tool or training method will work for all CSOs, even in a small country like Sri Lanka. CSOs are diverse and dynamic actors, each affected by its own history, leadership and environment. CSOs, like any organization, develop their own unique organizational cultures, which must be understood and appreciated in any capacity-development process. The MSI assessment tool, like the OCA and other standard tools in the field, focuses on systems, both internally and linking to the external environment. The SPICE team invested significant effort in gathering additional resources on organizational development, change management, governance and related topics to share with the capacity-building partners and ODFs. Providing effective capacity-development support to CSOs requires continuous learning and self-improvement.

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The optics of who is implementing the project matters. Implementing as a private firm allowed us to represent ourselves more clearly as a manager of a USAID designed project rather than an NGO which are often seen as advocates for democracy and rights. Indeed, INGOs were often denied visas and were under great scrutiny under the Rajapase regime. Even our name, Management Systems International, helped to reinforce the message that we were managing a USAID project and did not have our own agenda. Also, having an all Sri Lankan staff helped to keep the profile of the organization low. These optics created less scrutiny and allowed us more room to maneuver.

ANNEX I: PROJECT INTERVENTIONS

This annex is structured into two sections. The first section details 'Key Project Interventions' highlighting the progress made by SPICE grantees in achieving outputs, outcomes and impacts under Outcomes 1 and 2. The second section provides an overview of capacity-building support provided to both SPICE grantees and grantees of USAID's Development Grants Program (DGP) and the key thematic areas covered.

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
1	Centre for Human Rights and Development (CHRD)	<ul style="list-style-type: none"> • CHRD provided legal support for cases of torture, abductions, disappearances, arrests, detentions and surrenders, predominantly from the Northern and Eastern provinces. • CHRD filed 20 new cases in the Supreme Court and the Court of Appeal; supported 55 ongoing cases in the Magistrates and High Courts • To protect the rights and improve the wellbeing of families of detainees/political prisoners, provided non-legal support (travel, food costs incurred during prison visits), to families of detainees/political prisoners • CHRD built a 50-member coalition of civil society representatives to improve monitoring and reporting of rights violations. 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation
2	Center for the Protection and Promotion of Human Rights (CPPHR)	<ul style="list-style-type: none"> • CPPHR provided legal assistance to individuals from low income, marginalized communities including GVB survivors and detainees in the Eastern Province. • Non-legal assistance including livelihood support and guidance was provided to families of the disappeared and detained. 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation
3	Centre for Human Rights and Research (CHR)	<ul style="list-style-type: none"> • Marginalized and excluded individuals from Batticaloa, Ampara and Moneragala districts. received their vital legal civic documentation including 11,219 NICs, 6,858 birth certificates, 201 marriage certificates and 229 other documents. 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation
4	Centre for Policy Alternatives (CPA)	<ul style="list-style-type: none"> • Through core funding and activity support, CPA continued to pursue its democracy promotion and rights protection mandate through research and documentation. • CPA filed three Public Interest Litigation (PIL) cases at the Supreme Court and published one issue of the magazine-format <i>Peace Monitor</i> addressing governance and human rights issues, which was disseminated through community-based organizations, public libraries, and temples/religious institutions throughout the country. • CPA was supported in the development of its strategic plan. 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation
5	Affected Women's Forum (AWF)	<ul style="list-style-type: none"> • To improve community-level violence prevention and GBV responses, AWF reached over 3000 men, women, teachers, students and village CSO members through rights awareness raising initiatives. • A GBV taskforce representing 10 divisional secretariat divisions (DSDs) in Ampara District and comprising of stakeholders and CSOs commenced and ways of institutionalizing it discussed. 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
6	National Peace Council (NPC)	<ul style="list-style-type: none"> NPC reorganized and strengthened capacities of eight district inter-religious committees (DIRCs) in partnership with local NGOs. These committees worked to improve understanding among different religious communities DIRCs intervened in issues which had potential to flare up into hostilities between communities and them in an amicable manner and referred to relevant authorities for resolution. 	<ul style="list-style-type: none"> Inclusive active citizen participation
7	Network for Advocating Requirements of Women (NewAROW)	<ul style="list-style-type: none"> NewAROW strengthened capacities and skills of 89 members of Women's Rural Development Societies (WRDS) in two divisions in Batticaloa district 24 villages to ensure their active participation in local governance. Coordination support provided for the multi-stakeholder GBV taskforces operational in two divisions. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
8	Women Development Forum (WDF)	<ul style="list-style-type: none"> 10 village child rights monitoring committees (VCRMC) were formed to address children's issues and rights violations Pottuvil DSD, Ampara District. 10 WRDSes were activated and the capacities and skills of its members developed to improve VAW responses. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
9	Right to Life Human Rights Centre (R2L)	<ul style="list-style-type: none"> 241 individuals reached through advocacy and awareness campaigns to recognize torture as a basic human rights violation. 166 individuals trained as human rights defenders (HRDs) to promote and protect rights of citizens and to lobby state institutions and its redress mechanisms. Network of HRDS and institutions working on torture issues supported. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
10	Lanka Jathika Sarvodaya Shramadana Sangamaya (Sarvodaya)	<ul style="list-style-type: none"> 12 Divisional Deshodaya Forums (DDFs) strengthened to engage in reconciliation and democracy through implementation of Lessons Learned and Reconciliation Commission (LLRC) recommendations with local government authorities. 12 community projects carried out by the DDFs in partnership with local authorities that were selected to contribute to the LLRC recommendations. 	<ul style="list-style-type: none"> Inclusive active citizen participation
11	Suriya Women's Development Centre (SWDC)	<ul style="list-style-type: none"> Three village-level women's groups formed to raise community concerns with local government authorities and duty bearers and to engage in local governance processes in their localities. 60 women reached through livelihood assistance/inputs and capacity development activities to support their engagement in micro-enterprises. 33 women survivors of violence reached and provided with emergency care and support. Empowered women participate in the district's Mediation Boards to ensure effective and sensitized responses to cases of GBV/VAW. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
12	International Centre for Ethnic Studies (ICES)	<ul style="list-style-type: none"> Two research reports developed to improve understanding on psychosocial counseling and legal counseling on domestic violence and intimate partner violence (IPV) in Anuradhapura and Batticaloa districts; and on ways to negotiate familial ideology in law. Based on these reports, ICES developed and disseminated training guidelines on intimate partner violence. for the sector 	<ul style="list-style-type: none"> Protection of citizen's rights

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
13	Muslim Women's Development Trust (MWDT)	<ul style="list-style-type: none"> 35 Mosque Committee members, 221 WDRS membersWDRS members and 25 volunteers/'change makers' reached through awareness raising activities and trainings on Muslim Personal Law (MPL) and women's rights in relation to Islamic law; common law and Quazi Court proceedings; and available redress mechanisms. The skills and capacities of 25 volunteers/'change makers' strengthened to better respond to incidents of GBV/VAW and counsel survivors. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
14	Mannar Citizens' Committee (MCC)	<ul style="list-style-type: none"> MCC developed skills and capacities of staff and volunteers and actively engaged with other district and inter-district citizens' committees to monitor, document and raise awareness on human rights violations including issues of disappearances. MCC reached 1,381 people in 30 villages through rights awareness-raising initiatives. MCC supported 166 students from 75 families of disappeared people and long-term detainees to pursue their education. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
15	Mullaitivu Women's Development and Rehabilitation Federation (MWDRF)	<ul style="list-style-type: none"> Through awareness raising initiatives on the economic, political and cultural rights of women and on GBV, MWDRF reached 806 individuals in 20 villages. Through this, and by developing the capacities of 20 volunteer women from 20 villages, MWDRF expanded its outreach and strengthened its reputation among stakeholders and the public, as one of the few organizations responding to incidents of SGBV in the district. 117 survivors of SGBV were provided with legal assistance, emergency support and livelihood assistance. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
16	National Fisheries Solidarity Movement (NAFSO)	<ul style="list-style-type: none"> NAFSO united fisheries societies from four districts in the Northern Province under the Northern Province Fisheries Alliance (NPPFA) to represent and collectively advocate for the rights of fisher communities in the Northern Province. NAFSO mobilized fisher and agricultural communities engaged in collective advocacy to seek justice for land rights violations in the Northern Province. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
17	Equal Ground (EG)	<ul style="list-style-type: none"> Awareness raising and advocacy initiatives helped enhance knowledge and exposure to rights of the LGBTIQ community in Sri Lanka among the general publicpublic, the LGBTIQ community and EG's field officers and staff. Two support groups, one in Colombo District and one in Anuradhapura District initiated to monitor and respond to issues and human rights violations of the LGBTIQ communities in each locality. 	<ul style="list-style-type: none"> Protection of citizen's rights
18	ZOA	<ul style="list-style-type: none"> 357 beneficiaries, including 96 women from female-headed households (FHH) and 28 people with disabilities supported through livelihood and food security assistance. 357 households received livelihood support and by end of the grant, all 357 beneficiaries were engaged in expanded or new income generating enterprises. 	<ul style="list-style-type: none"> Inclusive active citizen participation
19	Federation of Social Development Organizations (FOSDOO)	<ul style="list-style-type: none"> Eight divisional-level civil society networks (CSNs) formed in Vavuniya and Kilinochchi districts. The SGBV forum in Kilinochchi District reactivated and the SGBV forum in Vavuniya District supported. 40 identified SGBV cases referred to relevant service providers and duty bearers for remedial action. 50 GBV survivors received immediate support to meet food, clothing and transportation needs. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
20	KOINONIA	<ul style="list-style-type: none"> 80 people with disabilities reached through microenterprise/livelihood assistance to improve their economic status and standard of living. 	<ul style="list-style-type: none"> Inclusive active citizen participation

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
		<ul style="list-style-type: none"> Increased recognition among duty bearers and service providers of DPOs as representative of people with disabilities. Increased participation of DPOs in the divisional and district networks which support them to raise issues of persons with disabilities at different levels with different stakeholders. 	
21	Professional Psychological Counseling Centre (PPCC)	<ul style="list-style-type: none"> To strengthen its counseling services, PPCC established 10 listening homes in the Batticaloa and Ampara districts and enhanced the capacities of 67 local volunteers to identify and follow-up with people needing psychosocial counseling. At least 246 people including war widows and excombatants have benefited from counseling services 	<ul style="list-style-type: none"> Protection of citizen's rights
22	Women Action Network for Transformation (WANT)	<ul style="list-style-type: none"> Strengthened civil society activism in villages in Kilinochchi District by forming five small groups and restructuring ten small groups comprising of vulnerable/conflict-affected women. To address women's rights issues in the villages, the small groups' members are mobilized and trained. 80 women reached through skills development and livelihood initiatives. 	<ul style="list-style-type: none"> Inclusive active citizen participation
23	Eastern Voluntary Social Development Organization for Women (EVSOW)	<ul style="list-style-type: none"> 14 village-level women's groups set up and registered in two districts to increase and strengthen community-level/women's participation in social, economic and governance systems. 55 GBV survivors reached through emergency assistance and/or provided with livelihood assistance. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
24	Caritas Jaffna – Human Development Center (HUDEC)	<ul style="list-style-type: none"> HUDEC enhanced the social and economic status of 77 households through livelihoods support and trainings in cattle rearing, sewing, fast food and oil production, goat rearing and retail grocery enterprises. 58 women heads of households have better understanding of their strengths, rights and available services. 	<ul style="list-style-type: none"> Inclusive active citizen participation
25	Viluthu, Center for Human Resource Development (Viluthu)	<ul style="list-style-type: none"> Viluthu worked with student monks in 77 Pirivenas to enhance their values of co-existence and respect for human rights. A curriculum on the themes of Buddhism and co-existence, human rights and gender equality developed in cooperation with the Ministry of Education. 	<ul style="list-style-type: none"> Inclusive active citizen participation
26	Institute for Constitutional Studies (ICS)	<ul style="list-style-type: none"> Councilors and senior officials in the Northern and Eastern Provincial Council trained on provincial administration, finance as well as statute drafting powers under the 13th Amendment. The capacities and skills in drafting statutes enhanced of provincial council officials and ten statutes drafted by the Northern and Eastern provincial councils (five draft statues per council). 	<ul style="list-style-type: none"> Inclusive active citizen participation
27	Sri Lanka Development Journalist Forum (SDJF)	<ul style="list-style-type: none"> SDJF increased knowledge and recognition of gender equality and justice among Muslim religious Leaders (MRLs), community members, youth and civil society organizations on the basis of based on the Islamic Framework on Gender Equality and Justice (IFE) – a curriculum on training Muslim religious leaders on equality and justice. SDFJ drew 24 selected Muslim religious Leaders (MRL) from the Eastern and North Central provinces, to analyze the content of the Quran on equality and justice in relation to gender. 	<ul style="list-style-type: none"> Inclusive active citizen participation

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GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
28	Peace and Community Action (PCA)	<ul style="list-style-type: none"> The capacities of Sinhalese, Tamils and Muslims youth developed to actively participate as community leaders, social activists, and practitioners of non-violent roles. 36 youth peer groups formed and engaged in peace-building and community outreach activities in Matara and Ampara districts. 	<ul style="list-style-type: none"> Inclusive active citizen participation
29	CHANGE Humanitarian Organization (CHANGE)	<ul style="list-style-type: none"> 590 individuals obtained 1,006 basic civic documents and 1,332 individuals were supported to register their votes. CHANGE provided individual legal counseling for 511 people; appeared in 51 cases relating to GBV in court, and 45 women received emergency assistance. 	<ul style="list-style-type: none"> Protection of citizen's rights
30	Ampara Special Needs Network (ASNN)	<ul style="list-style-type: none"> Capacities of four divisional-level action groups strengthened to carry out advocacy events and awareness campaigns to promote the rights of people and particularly, children with disabilities among local government authorities and stakeholders and the public. Special Education units added in schools in Ampara District. 	<ul style="list-style-type: none"> Inclusive active citizen participation
31	Community Development Organization (CDO)	<ul style="list-style-type: none"> Sports clubs in the district assessed in terms of functionality, governance, vision, etc. to provide an overview of the sports clubs and their institutional capacity Six divisional level clusters formed with existing sports clubs and capacities of members developed through skills development and leadership training programs. 	<ul style="list-style-type: none"> Inclusive active citizen participation
32	Islamic Women Association for Research and Empowerment (IWARE)	<ul style="list-style-type: none"> 132 Muslim women, men and youth reached through awareness raising activities to promote women's rights within an Islamic framework, violence against women and human rights. To strengthen prevention and response mechanisms, IWARE engaged in awareness raising activities with stakeholders including male community leaders and Mosque Federation members. Capacities and skills of 'befrienders' (women volunteers) developed to support vulnerable women and GBV survivors. 	<ul style="list-style-type: none"> Protection of citizen's rights
34	Organization for Rehabilitation of the Handicapped (ORHAN)	<ul style="list-style-type: none"> 30 people with disabilities including ex-combatants received livelihood assistance for home gardening, for small businesses like corner shops and service centers and for livestock rearing. Braille reading facilities in the Kilinochchi and Jaffna district libraries set up to help the visually impaired. Landless disabled committees (LDCs) formed in four DSDs to protect and promote the land rights of people with disabilities. 	<ul style="list-style-type: none"> Inclusive active citizen participation
35	Social Economic Environmental Developers (SEED)	<ul style="list-style-type: none"> 13 youth clubs formed and registered in two targeted GN divisions with a majority-women membership. 308 youth, including 109 females, from 10 villages identified village-level issues for action and evolved relevant responses, in discussion with community-based organizations in 18 villages. Increased youth engagement and acceptance in community-level processes and governing bodies such as the rural development societies (RDS). 	<ul style="list-style-type: none"> Inclusive active citizen participation
36	Caritas EHED Batticaloa (EHED)	<ul style="list-style-type: none"> 3282 individuals reached through awareness raising activities and trainings on microfinance and consumer credit rules, procedures and practices. A district-level multi-stakeholder forum to raise, discuss and address problems related to policies and practices of consumer credit and micro-finance established, comprising of representatives from public and private 	<ul style="list-style-type: none"> Inclusive active citizen participation

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
		microfinance institutions, women's organizations and organizations working in community/ rural development and community leaders/members.	
37	Transparency International Sri Lanka (TISL)	<ul style="list-style-type: none"> Through citizenscitizens' committees, TISL conducted eight mobile clinics in the North and South, where 563 complaints were received. 271 complaints were resolved either immediately or through referrals; 259 were referred to different service providers, including the police, Land Commission, Defense Ministry, legal aid commission and other channels. 263 individuals obtain legal documents such as birth certificates, identity cards and marriage certificates. To strengthen linkages between local government and communities, five roundtable discussions took place with citizens' committee members and government officers. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
38	Center for Human Rights and Research (CHR)	<ul style="list-style-type: none"> CHR conducted 75 mobile clinics in Badulla, Matara and Trincomalee districts where more than 23,000 people submitted their applications to obtain government civil legal documents including NIC, birth certificate and marriage certificates. 23212 individualsindividuals received their legal documentation as a result ofbecause of CHR's support. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
39	Centre for Human Rights and Development (CHRD)	<ul style="list-style-type: none"> CHRD supported 69 ongoing legal cases of 48 clients supported and filed 14 new cases for clients detained or arrested under provisions of the PTA. Three cases concluded with sentencing; one client was released; three cases of one detainee discontinued; and six clients were released on bail. 14 families were assisted to either visit relatives who are detained/imprisoned under provisions of the PTA and/or provided with care packs. Further strengthened the regional coalition network that supports and monitors rights issues of target communities by widening its scope to include two more DSDs in Batticaloa District, mainly due to the areas' vulnerability in seeking legal support on human rights issues. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
40	Centre for Promotion & Protection of Human Rights (CPPHR)	<ul style="list-style-type: none"> CPPHR's lawyers represented 87 vulnerable people during their court hearings in the Supreme Court, District and High Courts. CPPHR filed 14 new cases, including one fundamental rights violations, five cases concerning incarceration under the PTA and eight civil cases (GBV and personal disputes). 104 individuals were provided free legal counsel. To improve knowledge of human rights among youth, a certificate course on human rights was conducted where 70 youth from the target districts, completed the course. CPPHR's community groups, 'Youth for Peace' and established adult group comprising local CSO leaders, professionals, former combatants, war widows, family members of prisoners in detention and the disappeared carried out awareness raising activities to disseminate human rights messages to predominantly Tamil-speaking children and community members. CPPHR provided business start-up support to 60 marginalized people (28 war widows, 26 returnees from rehabilitation centers and six family members of people in detention centers). 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
41	Centre for Policy Alternatives (CPA)	<ul style="list-style-type: none"> SPICE's core support to CPA ensured that the organization carried out activities on an as-needed basis in Sri Lanka's changing political climate. This included research and advocacy tools for effective policy lobbying. Several discussions, both public and closed-door, for civil society stakeholders and the general publicpublic to create debate and proactive civil society interest and participation in peace and reconciliation and public policymaking. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
		<ul style="list-style-type: none"> CPA filed two public interest cases challenging human rights violations and constitutional /legislative development and one legal opinion (a written submission filed in the Supreme Court). 	
42	Secretariat for Muslims (SFM)	<ul style="list-style-type: none"> SFM published periodical reports on hate incidents against Muslims and conducted research on critical flashpoints where tension is on the rise, with the aim of raising awareness and urging proactive solutions. The reports were disseminated among 200 individuals and 49 institutions, including human rights activists, parliamentarians, government officials, researchers, diplomats, academics and CSO members. A curriculum for Madrasa and Arabic colleges finalized to help teach the younger generation about co-existence and human rights from an Islamic perspective, and the need to respect other cultures and religions. 	<ul style="list-style-type: none"> Protection of citizen's rights
43	Right to Life Human Rights Centre (R2L)	<ul style="list-style-type: none"> Supported the networking of 124 HRDs in five districts, laying the foundation for effective action against and reporting about torture. The grant supported R2L to highlight and continue to advocate for rights-related issues to pressure the government to adopt reforms. R2L continued support for victim survivors and victim families to pursue justice within the legal system, and to sustain their efforts over the required period of timeperiod. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
44	South Asian Centre for Legal Studies (SACLS)	<ul style="list-style-type: none"> SACLS increased public – including Sinhala-speaking communities' awareness and exposure of the varied experiences of countries that underwent transitional justice processes, challenging widely held misconceptions among the public via news articles in Sinhala and Tamil languages and the production and dissemination of a documentary film comparing experiences different countries have undergone during a transitional period. Engaged and mobilizing Tamil-speaking community leaders to dispel misconceptions on transitional justice through their public engagement. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
45	National NGO Action Forum (NNAF)	<ul style="list-style-type: none"> A revised code of conduct for CSOs in Sri Lanka is in place. It provides recommendations on guiding principles; operational principles and standards; a legal framework for registration and operations; management practices; standards for transparency and accountability; and partnership and networking. A draft compliance tool that sets out indicators to evaluate and self-assess the adoption and adherence of NGOs to the Guiding Principles and Operational Principles and Standards laid out in the CoC has been developed. To strengthen NNAF's role as a coordinating body of CSOs in the country, NNAF expanded its network to represent greater ethnic diversity and wider geographic coverage. The network includes 350 CSOs comprising 36,000 members in 21 districts. 	<ul style="list-style-type: none"> Inclusive active citizen participation
46	National Peace Council (NPC)	<ul style="list-style-type: none"> Nine DIRCs in Jaffna, Mannar, Puttalam, Galle, Batticaloa, Ampara, Kandy, Nuwara Eliya and Matara districts effectively function to promote inter religious and inter-ethnic coexistence in their localities. DIRCs and district/ provincial religious leaders intervened in 16 cases which threatened religious and ethnic harmony of which 10 were resolved. 	<ul style="list-style-type: none"> Inclusive active citizen participation
47	Lanka Jathika Sarvodaya Shramadana Sangamaya	<ul style="list-style-type: none"> Community monitoring teams (CMTs) actively engaged with local authorities (LAs) and other state and non-state actors to resolve local issues that hindered good governance. Three public protests, seven citizen jury hearings and roundtable discussions, two public day events and nine public campaigns were carried out by the CMTs in their localities. 	<ul style="list-style-type: none"> Inclusive active citizen participation
48	Affected Women Forum (AWF)	<ul style="list-style-type: none"> To improve coordination of GBV prevention and response efforts, the multi-stakeholder GBV taskforce was expanded to cover 11 DSDs in the district and began preparatory work to establish a district-based taskforce. 	<ul style="list-style-type: none"> Protection of citizen's rights

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
		<ul style="list-style-type: none"> Established village-level women's groups, youth groups and survivor groups to support survivors of VAW/ GBV. 	<ul style="list-style-type: none"> Inclusive active citizen participation
49	Centre For Accessibility, Monitoring and Information on Disability (CAMID)	<ul style="list-style-type: none"> Promoted the Department of Social Service's involvement to provide continuous monitoring and support to DPOs. CAMID enhanced the operational capacities of five DPOs in five divisional secretariat divisions (DSDs) and have been registered by the Department of Social Services. Improved engagement and participation of relevant government stakeholders to ensure the functioning of the DPOs. Five advocacy initiatives/campaigns were carried out promoting awareness on rights of people with disabilities. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
50	Law & Society Trust (LST)	<ul style="list-style-type: none"> Provincial journalists and bloggers from both mainstream and social media reached, and their skills enhanced to ensure better-informed coverage on a wide range of issues from a rights-based approach. LST received more than 40 articles on a wide range of issues, including child rights violations, corruption, female representation in Parliament, land issues, health issues, rights of fisher community, elections and other matters due to increased knowledge of local level community issues and rights based approaches of journalists. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
51	Muslim Women Development Trust (MWDT)	<ul style="list-style-type: none"> Raised awareness on Muslim Personal Law (MPL) in Sri Lanka among diverse groups including Mosque committee members and men and women in target villages. MWDT and its 'change makers' supported 253 survivors of GBV and violence and facilitated Muslim women's access to Quazi Courts, common law courts and other support structures. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
52	Network for Advocating Requirements of Women (NewAROW)	<ul style="list-style-type: none"> By strengthening women's groups and developing members' capacities, three women's rural development societies' (WRDS) members are part of the Development Committee of the 'Pradeshya Sabha' (divisional-level government administrative body); and three community issues raised, taken up and resolved by the local government body. Improved services of the divisional-level SGBV mechanisms in Manmunai West and Manmunai South West DS Divisions with 45 domestic violence cases recorded. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
53	Mullaitivu Women's Development and Rehabilitation Federation (MWDRF)	<ul style="list-style-type: none"> Increased awareness on violence against women (VAW) and redress mechanisms at community and service provider levels among WRDS members and school teachers. Strengthened its network/linkages with and between the community and relevant stake holders through civil society meetings and expanding its volunteer pool and geographic coverage. 82 survivors of GBV in the district received support services to combat violence including emergency and legal support and livelihood assistance. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
54	Berendina Development Services (BDS)	<ul style="list-style-type: none"> To improve the process of plantation sector workers claiming their statutory, social security dues, selected community groups' awareness about civil, political, economic and social rights of workers and their capacities of community groups enhanced and mobilized to address the misappropriation of dues of plantation workers. To alleviate the financial grievances and violations faced by workers claiming their statutory dues, awareness and capacities of stakeholders strengthened to improve multi-stakeholder engagement and networking with plantation sector worker groups. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
55	National Fisheries Solidarity	<ul style="list-style-type: none"> The Northern Province Fisheries Peoples' Unity (NPFPU) continued to support fishing communities in the north and strengthened their collective pressure on the government and other stakeholders by campaigning and 	<ul style="list-style-type: none"> Protection of citizen's rights

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
	Movement (NAFSO)	<p>advocating to resolve key post-war issues such as the intrusion of Indian trawlers and southern fishermen, destructive fishing methods and the land rights violations affecting fishing communities.</p> <ul style="list-style-type: none"> Communities affected by land grabbing and eviction in Ampara and Kurunagala districts were mobilized and supported to lobby the authorities in releasing their lands entitled to them. 	<ul style="list-style-type: none"> Inclusive active citizen participation
56	Women Development Foundation (WDF)	<ul style="list-style-type: none"> To improve civil society participation and government–CSO interaction/response mechanisms in protecting and promoting the rights of women and children in Pothuvil DSD, WDF supported the establishment of the divisional-level child rights monitoring committee (DCRMC) comprising of child rights protection officers (CRPOs), the police, representatives of village child rights monitoring committees (VCRMCS) and WRDSs working on child rights. VCRMCS further strengthened and its members' skills enhanced to improve child rights protection in their localities. As a result of which, 10 VCRMCS identified and reported 47 cases of child rights violations to the DCRMC during the project; out of which, 34 cases were addressed. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
57	Community Resources Protection Center (CRPC)	<ul style="list-style-type: none"> Youth groups of diverse ethnicities formed in 13 villages in two districts to promote tolerance and peace and reconciliation through collective, community-based activities. Youth groups initiated collective income generation activities that foster partnerships among youth from diverse ethnic and religious backgrounds. 	<ul style="list-style-type: none"> Inclusive active citizen participation
58	National Christian Evangelical Association of Sri Lanka (NCEASL)	<ul style="list-style-type: none"> A series of recommendations for self-regulation of journalists when reporting on ethnic and religiously motivated violence completed and disseminated to the public, media and other stakeholders. A series of analytic reports on current trends in religious restrictions developed to use as an advocacy and tool for/ by minority religious leaders. Inter-religious lawyers formed "FORB," a lawyers's network of 42 lawyers from different faiths to support victims of religious violence. This national network consists of six provincial networks from the Western, North-Central, Southern, North-Western, Northern and Eastern provinces. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
59	Rajarata Praja Kendaraya (RPK)	<ul style="list-style-type: none"> Three divisional-level, multi-stakeholder SGBV forums set up, formalized and function regularly to improve coordination and responses to incidents of GBV. RPK reached 835 individuals through awareness raising and capacity development initiatives to improve responses against GBV and VAW. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
60	Kinniya Vision (KV)	<ul style="list-style-type: none"> Enhanced capacities of CSOs and local authorities improved coordination and collaboration among Early Childhood Care and Development (ECCD) key stakeholders and CSOs in planning and managing ECCD activities and addressing issues faced by preschool teachers in the Eastern Province by developing strategies to address them. A study on early childhood care and development policies in Sri Lanka completed and its findings published and disseminated. A national symposium involving key government officials held to present findings of the report. 	<ul style="list-style-type: none"> Inclusive active citizen participation
61	The Family Planning Association of Sri Lanka (FPA)	<ul style="list-style-type: none"> 52 private general practitioners (GPs) from Puttalam and Anuradhapura districts trained to enhance their skills and capacities to identify survivors of GBV, provide basic counseling (befriending) and refer them to the relevant service providers. 71 service providers networked with trained GPs from both districts in order to improve responses and referrals of GBV cases. 	<ul style="list-style-type: none"> Protection of citizen's rights

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
62	Active Theatre Moment (ATM)	<ul style="list-style-type: none"> 24 trained and socially sensitized theatre performers provided with a safe platform for freedom of expression and interaction. Through theatre and plays, issues of social concern were articulated to stimulate public dialogue to find peaceful means of resolution. 	<ul style="list-style-type: none"> Inclusive active citizen participation
63	Heart to Heart Lanka (H2H)	<ul style="list-style-type: none"> Capacity of H2H enhanced to advocate for the rights of the LGBTIQ community by developing a pool of trainers from the LGBTIQ community whose skills would be used to promote awareness to a wider network of LGBTIQ community members in Sri Lanka. Supported 24 hard to reach and at high risk LGBTs from Jaffna District through awareness raising on reproductive health, sexual health and hygiene. 97 individuals from four districts (Colombo, Jaffna, Kalutara and Gampaha) were reached through awareness raising on rights, laws, sexual orientation and gender identity, mental health and sexual health and hygiene 	<ul style="list-style-type: none"> Protection of citizen's rights
64	Mannar Citizen Committee (MCC)	<ul style="list-style-type: none"> Programs promoting human rights took place at the <i>grama niladhari</i> (GN) level, divisional level and district level and reached a total of 1015 individuals. To improve human rights promotion and protection activities five divisional-level citizens' committees established and are functioning in Mannar District and the Society for Citizens' Rights of Mullaitivu (SCRM) is now registered and functioning as a CSO in Mullaitivu District. Families of the disappeared supported. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
65	Mannar Association for Rehabilitation of Differently Able People (MARDAP)	<ul style="list-style-type: none"> To improve the mental and physical wellbeing of people with disabilities (PWDs), 161 people with disabilities and their family members received better care and services through enhanced knowledge of disability rights and entitlements, on identifying types of disabilities, treatment, therapy and self-care. To improve the economic status of people with disabilities and their families, 10 youth reached through the provision of appropriate livelihood skills development initiatives and livelihood inputs/options. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
66	Dabindu Collective (Dabindu)	<ul style="list-style-type: none"> Female garment factory workers' awareness and understanding enhanced on sexual reproductive health rights and services available and on labor rights in Katunayake District's Free-Trade Zone (FTZ). Dabindu expanded its geographical reach to initiate labor rights awareness campaigns in the Northern Province and supported initiatives that address labor rights violations in Vavuniya and Kilinochchi districts. A multi-stakeholder forum comprising of representatives from the Board of Investment (BOI), trade unions, the Ministry of Health (MoH) and other CSOs set up to address workers' grievances. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
67	Savisthri Women's Movement (SAVISTHRI)	<ul style="list-style-type: none"> Rural women's capacities enhanced to identify and address women's issues at the local level by greater interaction and engage with local government authorities. Improved grassroots engagement with local authorities which also contributed to stronger collective advocacy efforts by women-led community groups for the realization of their rights. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
68	Federation of Social Development Organizations (FOSDOO)	<ul style="list-style-type: none"> Strengthened divisional-level civil society networks (CSNs) work in collaboration with other community-level organizations and local government service providers to provide more effective and proactive responses to SGBV prevention. A standard operating procedures (SOP) developed for divisional-level SGBV forums in Kilinochchi and Vavuniya districts that ensured greater collaboration and information-sharing among the members and relevant stakeholders. SGBV survivors supported through direct and emergency assistance. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
69	Women's Center (WC)	<ul style="list-style-type: none"> 834 individuals in Biyagama and Wathupitiwala export processing zones (EPZs) reached and their knowledge, understanding and use of information and services on labor rights and women's rights including sexual and reproductive health enhanced. 392 Sinhala and Tamil workers provided with space and opportunities to build trust and confidence with each other while understanding common issues faced by women workers. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
70	International Centre for Ethnic Studies (ICES)	<ul style="list-style-type: none"> To create discussion among different stakeholders, including regional stakeholders and women on their transitional justice concerns and how other post-war societies have dealt with transitional justice processes in the past, six dialogues in the Northern, Eastern, Southern and Western/Central provinces were held for 235 key individuals including civil society actors, political actors and community leaders. High-level political actors and policymakers who play a key role in designing and implementing the transitional justice process in Sri Lanka engaged and several proposals for transitional justice mechanism in Sri Lanka was generated. Key transitional justice activists convened and their capacities enhanced. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
71	ZOA	<ul style="list-style-type: none"> 200 excluded and vulnerable individuals, including women who are the primary breadwinners for their families and people with disabilities have begun to participate in community-level governance and sustainable development as a result of improved income generation activity. Vulnerable families supported with basic start up packages to generate sufficient income and achieve food security and through agri-business and income generation inputs. 	<ul style="list-style-type: none"> Inclusive active citizen participation
72	CHANGE Humanitarian Organization (CHANGE)	<ul style="list-style-type: none"> Increased awareness of protracted IDPS in two DSDs in Puttalam District on their rights to vote and practical solutions to exercise their franchise. Increased knowledge on proper voting procedures among the target groups contributed to a considerable drop in the percentage of rejected votes in both DSDs. 	<ul style="list-style-type: none"> Protection of citizen's rights
73	Caritas Jaffna – Human Development Centre (HUDEC)	<ul style="list-style-type: none"> 2207 people reached through voter education programs that promoted awareness on the need for a peaceful (violence free) election in Jaffna District; and the importance of voter registration. 	<ul style="list-style-type: none"> Protection of citizen's rights
74	Sri Lanka Development Journalist Forum (SDJF)	<ul style="list-style-type: none"> Advocacy on gender equality in the Muslim community by using the 'Islamic Framework on Gender Equality and Justice' (IFGEJ) (developed during the first grant phase) carried out, targeting stakeholders including academics, politicians, representatives from women's organizations, and Islamic religious scholars from different schools of thought. Promoting awareness on the IFGEJ contributed to the wider discourse on Muslim women's rights among stakeholders, in Batticaloa, Trincomalee, Puttalam, Kandy and Colombo districts. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
75	Young Christian Workers Movement – Sri Lanka (YCWM)	<ul style="list-style-type: none"> 82 youth's understanding and awareness on labor rights, women's rights and gender equality enhanced and their leadership skills improved, to help them in their future jobs and to access their entitlements and state services. 122 Sinhala-speaking individuals (including 89 women) and 65 (including 14 women) Tamil-speaking individuals received training on labor rights and Sri Lankan laws that apply to and affect workers. 	<ul style="list-style-type: none"> Protection of citizen's rights
76	Centre for Monitoring	<ul style="list-style-type: none"> 2017 individuals reached through trainings and awareness raising activities on the electoral process; on reporting incidences of election violence; and on the rights of people with disabilities to exercise their votes. 	<ul style="list-style-type: none"> Protection of citizen's rights

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
	Election Violence (CMEV)		
77	Center for Peace Building and Reconciliation (CPBR)	<ul style="list-style-type: none"> • Young photographer' skills enhanced in exhibition-level photography to gain confidence to openly and respectfully voice their diverse opinions through the medium of photography and foster reconciliation. • The trained youth engaged in inter-communal and cultural dialogues, to increase empathy and understanding across ethnically diverse regions and communities. 	<ul style="list-style-type: none"> • Inclusive active citizen participation
78	Centre for Promotion & Protection of Human Rights (CPPHR)	<ul style="list-style-type: none"> • Mobilized and empowered individuals/ communities and raised issues concerning the transitional justice process. • 263 youth engaged in reconciliation and peacebuilding initiatives supported. 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation
79	Savisthri Women's Movement (SAVISTHRI)	<ul style="list-style-type: none"> • Improved active participation of women in lobbying and advocating on issues faced by them • Community-level women's groups strengthened to successfully negotiate issues concerning citizens' rights with duty bearers. • To facilitate informed grassroots discussions on transitional justice and reconciliation processes, 222 individuals reached through awareness raising activities 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation
80	Professional Psychological Counseling Centre (PPCC)	<ul style="list-style-type: none"> • Improved understanding of transitional justice and reconciliation initiatives among war-affected individuals, civil society actors, local government officials, students and other individuals in Ampara & Batticaloa districts. • Improved assertiveness of vulnerable members (war widows, disable persons, ex-combatants and family members of disappearance) to respond national TJ and reconciliation initiatives. • Guidelines for incorporating psycho-social concerns in the transitional justice process developed. 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation
81	South Asian Centre for Legal Studies (SACLS)	<ul style="list-style-type: none"> • Leaders, activists and other key stakeholders, especially among the Sinhala and Tamil-speaking communities are more aware of transitional justice and its mechanisms through the production and dissemination of resources, articles and documentaries in all three languages. • Capacity of civil society actors strengthened to be able to undertake transitional-justice related trainings and relevant initiatives. • Detailed policy paper and policy brief prepared with analysis and recommendations advocating for priority gender-sensitive transitional justice approaches. • Resource personnel made available for transitional justice-related trainings and capacity building of other CSOs. 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation
82	Right to Life Human Rights Center (R2L)	<ul style="list-style-type: none"> • Dialogue between civil society, public policy makers, and the independent commissions (NHRC, NPC) established and strengthened in addressing legal and institutional constraints in preventing torture and extra judicial killings. • Civil society network in the selected regions strengthened for actively take part in addressing torture and extra judicial killings. Establishment of district level civil society network against torture, extrajudicial killings and HR violation. • Increased outreach in creating public awareness on incidents, consequences, and actions against torture and extrajudicial killings 	<ul style="list-style-type: none"> • Protection of citizen's rights • Inclusive active citizen participation
83	National Peace Council (NPC)	<ul style="list-style-type: none"> • DIRCs engaged in building community support for reconciliation process based on TJ, especially truth telling. • Inter-ethnic and inter-religious tension mitigated by networked and capacitated DIRCs building trust within their communities. 	<ul style="list-style-type: none"> • Protection of citizen's rights

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
		<ul style="list-style-type: none"> Four Truth Forums conducted in Northern, Central, Eastern and Southern provinces. A National Inter-Religious Symposium facilitated by the <i>National Inter-Religious Committee (NIRC)</i> to promote awareness about experiences and share the learnings gained in engaging in reconciliation and peacebuilding work. 72 documented cases of people's experiences during the war was disseminated at the symposium. 	<ul style="list-style-type: none"> Inclusive active citizen participation
84	Transparency International Sri Lanka (TISL)	<ul style="list-style-type: none"> TISL advocated for the development of the Open Government Partnership and Sri Lanka's National Action Plan. Monitoring mechanism in place for the public to hold Civil Society accountable for NAP development and Government accountable for NAP implementation. 	<ul style="list-style-type: none"> Inclusive active citizen participation
85	National Fisheries Solidarity Movement (NAFSO)	<ul style="list-style-type: none"> Strengthen collaboration between the NPFPU, CSOs and other stakeholders in the Northern Province by establishing a collective resource management platform to protect fisheries and aquatic resources in the Palk Bay area. Improved collective action of civil society groups representing the affected communities to demand land grabbing issue in Irudeniya, Kurunagala District and Panama, Ampara District. Women Headed Families and IDPs in Kilinochchi and Mullaitivu empowered to lobby for their economic, socio-cultural rights and seek justice through the proposed Transitional Justice Mechanism 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
86	Lanka Jathika Sarvodaya Shramadana Sangamaya, (Sarvodaya)	<ul style="list-style-type: none"> Enhanced citizens' knowledge of, accessibility to and active engagement in recently established mechanisms for good governance and transitional justice mechanisms including the National Human Rights Commission of Sri Lanka (NHRCSL), the Police Commission and the Elections Commissions CMTs were supported to promote and protect citizens' rights by holding duty bearers accountable in 12 districts. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
87	Mannar Citizens Committee (MCC)	<ul style="list-style-type: none"> Communities affected by the conflict in the North gained knowledge on transitional justice process were empowered to advocate for a reliable transitional justice mechanisms/ process. Families of the disappeared and those whose lands are still occupied by the state forces empowered with knowledge on TJ process and seek justice through the process. The 'Society for Citizens' Rights of Mullaitivu' capacitated and mobilized key community members to act as pressure group to seek justice through TJ process 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
88	Centre for Accessibility, Monitoring and Information on Disability (CAMID)	<ul style="list-style-type: none"> The Batticaloa district-based Consortium of Disabled Peoples' Organizations (CDPO) was established to represent a strong, unified, collective of all 14 DPOs in Batticaloa District that will raise awareness and advocate for the rights of people with disabilities. Improved ability of DPOs to mobilize and empower individuals/ communities to articulate PWD's demands and voice out on issues in experiencing their voting rights. Improved disabled person organizations' engagement in preparation and provision of joint response to transitional justice and reconciliation initiatives 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
89	Rajarata Praja Kendaraya (RPK)	<ul style="list-style-type: none"> Two divisional-level SGBV forums set up function regularly in Anuradhapura District. 277 Muslim women in Anuradhapura District are more knowledgeable about the laws that govern marriages and divorce under MPL. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
90	National Christian Evangelical	<ul style="list-style-type: none"> A network of inter-religious faith leaders formed at national-level and are involved in reconciliation efforts by helping to dispel misconceptions about other faiths and religious traditions. 	<ul style="list-style-type: none"> Protection of citizen's rights

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
	Association of Sri Lanka (NCEASL)	<ul style="list-style-type: none"> Youth leaders engaged in four advocacy initiatives that focused on promoting awareness on transitional justice, in particular, the Office of Missing Persons (OMP); and peace and reconciliation issues. A study was conducted and a report on current speech trends relating to the transitional justice process was disseminated. Its findings were presented during four forums involving inter-faith leaders, members of the NCEASL, youth and civil society representatives. A study was developed on the role of religion in Sri Lanka's transitional justice process and disseminated online. 	<ul style="list-style-type: none"> Inclusive active citizen participation
91	Muslim Women's Development Trust (MWDT)	<ul style="list-style-type: none"> MWDT and its 'change makers' reached 225 SGBV survivors and vulnerable women and support 17 women with emergency assistance and 73 GBV survivors reached through physiological counseling Advocacy on Muslim Personal Law (MPL) reform and Muslim women's rights carried out through awareness promotion, research (and dissemination of findings) and discussions with Mosque Committee members and community leaders. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
92	Peace and Community Action (PCA)	<ul style="list-style-type: none"> Six divisional-level forums formed comprising of community leaders and CSO-representatives of different ethnic backgrounds. Six reconciliation issues identified and prioritized for action. A district-level forum is established and issues compiled and raised at the forum's meetings, with the Minister of Social cohesion and Official Languages and other key stakeholders; and submitted to the Zonal Task Force (ZTF) of Reconciliation Mechanisms. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
93	Mullaitivu Women's Development and Rehabilitation Federation (MWDRF)	<ul style="list-style-type: none"> Strengthened capacities of 16 'SGBV survivors' and self-motivated women to play an active role in promoting gender activism among women living in their localities. Community-level Women's Affairs Societies (WAS) strengthened to support divisional-level SGBV forums. Improved understanding among SGBV forum members on VAW cases and ethical principles of handling cases/survivors. Promoted awareness on MPL and the need for reform among Mosque leaders, villager leaders and community members; and contributed to the discourse on MPL reform via research on current perceptions among the Muslim communities in the Northern Province about MPL reform. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
94	CHANGE Humanitarian Organization (CHANGE)	<ul style="list-style-type: none"> Established and mobilized a 'pressure group' on language rights comprising of community representatives from four DSDs in Puttalam District to carry out advocacy targeting national-level stakeholders and authorities to prioritize steps to solve language rights violations in the district. Improved understanding of the rights of women and prevention from GBV of marginalized and affected women in Puttalam District by engaging the community youth in creative and awareness promotion activities. An advocacy group on land issues was formed to garner attention of stakeholders and authorities on the land rights of the protracted Muslim IDPs of Puttalam District. 	<ul style="list-style-type: none"> Protection of citizen's rights
95	Law and Society Trust (LST)	<ul style="list-style-type: none"> 48 journalists and bloggers from the Northern, Eastern and Southern provinces have a better understanding on their rights/duties, their role in improving the quality of the public sphere and in promoting reconciliation thorough socially responsible/conflict resolution journalism. Approximately 25 news articles and blogs on reconciliation initiatives have been published/posted in regional and national newspapers and blogs. An informal network of local CSOs, media, and national level CSOs was established to strengthen linkages between media, drivers of reconciliation/transitional justice processes and the public. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
96	Affected Women Forum (AWF)	<ul style="list-style-type: none"> Strengthen previous efforts to reduce violence against women (VAW) in Ampara District by strengthening existing multi-sector and multi-stakeholder coordination mechanisms to provide more cohesive responses to SGBV. Improved enabling environment for Government, Non-Governmental Organizations (NGOs) and CSO stakeholders' coordination/ interactions to prevent and respond to VAW/SGBV The GBV survivors and village level women-groups enabled to address VAW/ GBV at target villages 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
97	Social Economic Environmental Developers (SEED)	<ul style="list-style-type: none"> Increased youth involvement in humanitarian and development work by enhancing capacities and leadership skills to address social issues and provide guidance to their peers. Three youth clubs with members of diverse ethnicities and backgrounds formed and registered. The groups actively participated in humanitarian and community development processes and continue to identify issues, propose solutions and collectively find solutions for them. 	<ul style="list-style-type: none"> Inclusive active citizen participation
98	Institute of Social Development (ISD)	<ul style="list-style-type: none"> Capacities and knowledge of 'upcountry' Tamil communities enhanced to better access and utilize the services of central and local government authorities. Women and girls from 'upcountry' Tamil communities engage in activism and political participation and to claim the services rendered by the Central and local governments. ISD supported and mobilized 'upcountry' Tamil communities across the country to engage in the ongoing transitional justice process. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
99	Islamic Women Association for Research and Empowerment (IWARE)	<ul style="list-style-type: none"> Strengthened existing redress mechanisms, support systems and networks for vulnerable Muslim women by developing capacities of its 'befrienders' to provide deeper and more meaningful involvement involvement in its interventions. Facilitated an increased presence of 'befrienders' in Quazi courts. Promoted awareness among key government authorities and representatives of religious institutions on Quazi court processes and procedures; and organized a group of GBV survivors to encourage interaction and promote mutual support among each other. Increased contribution from local actors and encouraged youth participation and engagement in order to address and protect Muslim women's rights. Encouraged and mobilized communities and key stakeholders to engage collectively in the national-level MPL reform process. 	<ul style="list-style-type: none"> Protection of citizen's rights
100	Centre for Policy Alternatives (CPA)	<ul style="list-style-type: none"> Social media resources increased to feed into mainstream media's contribution to rights-based agenda setting on reconciliation and development. Advocacy and awareness raising on land acquisitions and impact due to urban development and the need for more accountable governance mechanisms carried out. Consultations with stakeholders and advocacy carried out on the right to exercise franchise by migrant workers and people with disabilities. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
101	Mannar Association for Rehabilitation of Differently Able People (MARDAP)	<ul style="list-style-type: none"> Contributed to the improvement of the care and services of people with disabilities and their family members by providing opportunities to family members to gain knowledge on nature of disabilities and learn therapeutic activities; and empowering people with disabilities and their family members to advocate for their rights and entitlements. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
		<ul style="list-style-type: none"> Improved economic conditions of most vulnerable people with disabilities by providing livelihood opportunities and assistance, vocational skills training and business counseling. 	
102	Human Elevation Organization (HEO)	<ul style="list-style-type: none"> Improved collective action to address land issues in five Divisional Secretary Divisions (DSDs) in Ampara District. Increased minority communities' contribution in constitutional reforms, and transitional justice and reconciliation process through active citizenship, Increased local level contributions to the Muslim Personal Law (MPL) reform discourse and process. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
103	Centre for Human Rights and Development (CHRD)	<ul style="list-style-type: none"> Conflict affected communities informed and engaged in the transitional justice/constitutional reform process. Legal and non-legal redress mechanisms available for victims of human right abuses. Advocacy for strengthening the legal framework and for the effective enforcement of existing legal provisions 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
104	Center for Human Rights and Community Development (CHRCDC)	<ul style="list-style-type: none"> To strengthen collective activism of small-scale landholders and farmers, the capacities and awareness of members of 10 existing CBOS and 10 new CBOS enhanced in Kurunagala and Mannar districts. Government officials and stakeholders' capacities enhanced to better advocate for the rights of migrant workers. 	<ul style="list-style-type: none"> Protection of citizen's rights
105	Monaragala People's Development Foundation (MPDF)	<ul style="list-style-type: none"> MPDF's central committee was reformed and small groups and village-level federations formed in four new target villages and member capacities strengthened through trainings and awareness raising on transparency, accountability, social responsibility and report righting aspects. The rights and issues of plantation communities raised through targeted research, advocacy initiatives and in discussions with provincial and national-level stakeholders. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
106	Active Theatre Moment (ATM)	<ul style="list-style-type: none"> Dialogues and discussion on critical social and political issues reached wider public audience of school children, university students, online and print journalists. Capacities of youth theater group members enhanced to act as catalysts for positive change through advanced trainings and visits to other theater groups with diverse backgrounds. Youth from Mullaitivu District provided with opportunities to articulate critical social concerns among their communities through the medium of theater. 	<ul style="list-style-type: none"> Inclusive active citizen participation
107	Dabindu Collective (Dabindu)	<ul style="list-style-type: none"> Women workers from apparel sector are more aware of their rights and entitlements. 11 violations reported and 23 women have reached out to Dabindu for support. Women workers more informed on sexual and reproductive health and available services. A multi stakeholder forum comprising of CSOs, labor organizations, representatives from the Board of Investment (BOI), the Department of Labour, the police, the Ministry of Health (MoH) etc. established and meetings held to discuss and address <i>workersworkers'</i> issues in the free trade ones (FTZs). 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
108	Sirakukal Cultural Forum (SCF)	<ul style="list-style-type: none"> Five women's self-help groups (SHGs) established in four DSDs in Kilinochchi District and its' members' capacities and skills developed to actively participate in community processes and to contribute to the transitional justice processes underway. Five women's affairs societies (WAS) reactivated and strengthened to improve responses to GBV in the area. The capacities and skills of youth enhanced and five village-level youth groups established in four DSDs in Kilinochchi District. 	<ul style="list-style-type: none"> Inclusive active citizen participation

GRANT #	GRANTEE NAME	SOME KEY INTERVENTIONS	OUTCOME AREA
109	Prathiba Media Network (PMN)	<ul style="list-style-type: none"> Increased, improved knowledge on transitional justice and constitutional reform processes among rural communities in Matara, Galle, Hambantota, and Monaragala districts. Increased knowledge of provincial journalists in the south on transitional justice and constitutional reform processes. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
110	International Centre for Ethnic Studies (ICES)	<ul style="list-style-type: none"> Concrete proposals on the specifics of Sri Lanka's transitional justice process and architecture identified during its regional and national consultations, pocket meetings and dialogues which brought together diverse groups, with diverse understandings and positions and diverse levels of knowledge about transitional justice. 	<ul style="list-style-type: none"> Protection of citizen's rights
111	Textile Garment and Clothing Workers' Union (TGCWU)	<ul style="list-style-type: none"> To strengthen TGCWU's representation at the national-level, awareness raising activities on labor rights, leadership and on the organizations <u>organizations</u>, took place for garment workers in Kalutara and Gampaha districts. TGCWU's membership increased by 305 members and the organization formally applied for membership at National Labor Advisory Council (NLAC). TGCWU continued providing their services to members such as providing free legal counseling. 	<ul style="list-style-type: none"> Protection of citizen's rights
112	Rajarata Gamishakthi Nirmana Kavaya (RGNK)	<ul style="list-style-type: none"> Established two effective divisional-level multi-stakeholder mechanisms to address violence against women (VAW) and developed capacities of its members to improve and better coordinate responses. Awareness increased among women and men on the promotion and protection of their rights. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
113	Uva Shakthi Foundation (USF)	<ul style="list-style-type: none"> To improve marginalized plantation/estate communities' access to local government and public services, 11 citizens' council are established and strengthened. USF supported households to obtain addresses and initiate regular and accurate postal distribution services in the targeted plantation divisions. An action group of volunteers formed and their capacities strengthened to engage in issues related to the constitutional reform process and the transitional justice and reconciliation processes. 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
114	NGO National Action Front (NNAF)	<ul style="list-style-type: none"> The CoC developed during the first grant, was improved upon and finalized following extensive consultations with NNAF members, non-members, experts and government stakeholders. 	<ul style="list-style-type: none"> Inclusive active citizen participation
115	Federation of Social Development Organizations (FOSDOO)	<ul style="list-style-type: none"> To promote gender awareness and women's rights among the grassroots communities, 2828 individuals reached through forum theater productions and 484 individuals <u>individuals</u> reached through campaigns and activities to mark the '16 days of activism'. 813 individual's awareness enhanced on available government services and referral mechanisms among grassroots communities 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
116	Ruhunu Sisila Services Organization (RSSSO)	<ul style="list-style-type: none"> RSSSO initiated a multi-stakeholder forum to address and prevent gender-based violence (GBV) in Matara District. The forum comprises of representatives from divisional secretariats, local CSOs including women federations, women and child protection division of the police. Promoted awareness on women's rights, GBV responses, children's rights and gender concepts among communities and among 'grama niladaris' (village-level administrative officers). 	<ul style="list-style-type: none"> Protection of citizen's rights Inclusive active citizen participation
117	Caritas Sri Lanka	<ul style="list-style-type: none"> Village-level networks extended and expanded in Kandy, Rathnapura and Galle districts. Self-help groups representing plantation communities strengthened and supported to advocate for their economic, civic and employment rights with their plantations' management. 	<ul style="list-style-type: none"> Inclusive active citizen participation

SUMMARY OF CAPACITY BUILDING THEMATIC AREAS PROVIDED FOR SPICE GRANTEES

CAPACITY BUILDING AREA OF FOCUS		# of Organizations Supported	SPICE GRANTEES
Vision and Governance			
1	Strategic planning / Designing strategic agendas / Revision of strategic plans	19	ASNN, AWF, CAMID, CHR, CHR, CPA, EG, EVSDOW, FOSDOO, MWDRF, MWDT, NAFSO, NPC, NewAROW, R2L, SWDC, WDF, RPK, MCC
2	Restructuring/ strengthening governance systems/ Training Board members	7	AWF, CAMID, FOSDOO, MCC, NewAROW, ORHAN, WDF
3	Constitution Revision	4	AWF, MWDRF, NewAROW, WDF
4	Facilitating a review of the organization registration	2	MWDT, AWF
Management Resources			
5	Developing gender and diversity policies / Training on gender	4	CPPHR, NAFSO, RPK, R2L
6	Training on documentation, filing and reporting	3	NAFSO, ORHAN, WANT
7	Introducing working procedures	2	MCC, MWDT
8	Training on program designing	1	CPPHR
9	Training on organization management	1	FOSDOO
10	Developing volunteer engagement strategies	3	ASNN, MCC, MWDT
11	Orienting staff members to handle basic electronic equipment and enhance computer skills	1	MWDRF
Program Management			
12	Training on monitoring and Evaluation	2	CPA, FOSDOO
13	Training on Project Cycle Management (PCM)	3	EG, WANT, NPC
14	Training on proposal writing	2	KOINOINA, RPK,
15	Business Plan Development	1	CAMID
16	Training on the Rights Based Approach (RBA)	1	Sarvodaya
17	Training on disaster risk reduction approaches	1	CDO, SEED
18	Program evaluation	1	ASNN
19	Developing a database of cases supported	1	MWDT
20	Establishing and maintaining a law library	1	CPPHR
Human Resources			
21	Training on leadership	1	EG
22	Facilitating skills audits	8	AWF, CPA, EG, NAFSO, R2L, WANT, WDF
23	Developing / revising HR manuals	5	CPA, CPPHR, NewAROW, RPK, WANT
24	Developing a basic salary structure and policy	1	AWF

CAPACITY BUILDING AREA OF FOCUS		# of Organizations Supported	SPICE GRANTEES
25	Facilitating skills audit and the introduction of a performance appraisal system	1	Sarvodaya
Financial Management			
26	Developing / revising finance and admin manuals	13	AWF, CPPHR, CDO, EG, MCC, MWDT, NPC, NewAROW, RPK, R2L, Sarvodaya, WANT, WDF, SEED, SACLs
27	Setting up financial systems – QuickBooks, Excel	10	AWF, CPPHR, EG, MCC, MWDT, NAFSO, NewAROW, R2L, WANT, WDF
28	Training on resource mobilization	2	ORHAN, CAMID
29	Setting up of SAGE 50	1	NPC
External Resources			
30	Developing media strategies / training	4	CPPHR, EG, NAFSO, R2L
31	Revamping the organizational website	1	CHR, CHR – Anti Corruption Front, CPPHR, CAMID

SUMMARY OF USAID'S DEVELOPMENT GRANTEE'S CAPACITY BUILDING ACTIVITIES

CAPACITY BUILDING AREA OF FOCUS		# of Organizations Supported	USAID's DEVELOPMENT GRANTEES
Governance			
1	Increasing members to ensure an independent board	1	MENCAFEP
2	Terms of reference for Board	2	Navajeevana
3	Strategic planning / Designing strategic agendas / Revision of strategic plans*/ strategic path	6	Sevalanka Foundation, MENCAFEP, Nucleus Foundation (NF), Sri Lanka Centre for Development Facilitation (SLCDF), Centre for Handicapped (CfH), Peragamana Guild
Financial Sustainability and Management			
4	Development of financial systems and financial manual	2	MENCAFEP, NF
5	Development of procurement policy	1	GMSL
6	Finance and accounting function which were brought as in-house operations were streamlined	1	NF

CAPACITY BUILDING AREA OF FOCUS		# of Organizations Supported	USAID's DEVELOPMENT GRANTEES
7	Financial management systems training for staff and network partners	1	SLCDF
Human Resource Management			
8	Preparation of a human resource manual	1	MENCAFEP
9	Conducting a skills audit, salary survey among similar organizations in the sector and development of salary scales	1	Navajeevana
10	Updating and finalizing Human Resource Manual	1	Shanthiham
11	Development of a secession plan	3	LRWHF, Shanthiham, JSAC
12	Comprehensive management skill development management skills development training program including the supervisory skills development.	2	JSAC, Shanthiham
Program Management			
13	Training on proposal writing	1	FRC
14	Training on Monitoring and Evaluation	2	JSAC
15	Training on psychosocial indicator monitoring	2	FRC and Shanthiham

ANNEX 2: A COMPENDIUM OF ILLUSTRATIVE SUCCESS STORIES

ANNEX 3: PERFORMANCE MONITORING PLAN

ANNEX 4: SUMMARY OF SUB-AWARDS UPDATED

ANNEX 5: DIRECT INTERVENTIONS