

STRATEGIC PLAN

2022 - 2025



RIGHT TO LIFE
HUMAN RIGHTS CENTRE

NOTE FROM THE EXECUTIVE DIRECTOR

We as a country today require a completely different mindset to operate. Our traditional and more conventional interventions have failed over the years, and youth in the country who are engaging in the non-violent resistance and protests island wide feel that old ways have failed the country. The years of corruption, mismanagement, and politicization, have crippled the country's future. In early June 2022, the Central Bank of Sri Lanka (CBSL) declared default status on the country's external debt and the Prime Minister of Sri Lanka explained that the Sri Lankan economy had collapsed. Hence, our immediate future trajectory will be unclear and uncertain in relation to its economic recovery, social order, and political stability.

In such a context, a strategic planning exercise is deemed critical for R2L. This strategic planning phase (2022 – 2025) replaces our previous strategic plan which was carried mainly as an internal exercise. Realizing the importance of this phase, R2L was able to mobilize resources to facilitate a strategic planning exercise facilitated by Strategic Inspirations Pvt Ltd (SIPL). The methodologies, tools, and session-plans kept those involved in the exercise deeply focused, thus ensuring informed decisions, strategies, and pathways to the current strategic phase.

As we enter into an era that as Sri Lankans we are not much used to, R2L will be mindful to play an active role in ensuring that Sri Lanka will not be beset by violence and armed conflicts again. Battered by almost 30 years of protracted civil war that ended abruptly in 2009, the root causes of which even today we have not been able to address properly, Sri Lanka cannot afford to go back to a violent path – even though growing concerns and signs strongly predict such a possibility. R2L has been and will be providing its leadership to prevent violence and will strongly commit to promote normalcy and stability to enable the country to bounce back with strong foundations of rule of law, constitutional equality, and a pluralistic mindset. Luckily, over the years, R2L has been able to proactively lay the foundation for district based civil groups to emerge so that we can consolidate their collective strength to navigate these difficult times. R2L's years working with local youth and emphasis on new media sources for connecting with youth etc. will ease the work of R2L in the current context. We consider that working with youth, women, and victims helps us build their capacity to rise as strong civil activists – a proven strategy of R2L over the years.

In particular, it was decided during this strategic phase (2022-2025) that we move towards supporting the victims and local communities not only in political and civil rights concerns but also in social, cultural, and economic spheres. This shift is a logical as well as a timely move given the gamut of needs and requests made to R2L in our engagements with citizens at district and national levels. We have already taken measures to mobilize resources in this aspect, and this strategic planning exercise helped us broaden our human rights focus - from a narrow approach to a comprehensive one.

I am extremely confident that the strategic directions and work plans proposed by the current strategic planning exercise provide much needed strength and guidance to us as well as our district-based stakeholders inclusive of youth, women, and activists. As SIPL facilitated a highly participatory approach in the generation of inputs, it helped everyone involved in the process to claim ownership of the new directions of R2L.

Hence, I take this opportunity to thank the SIPL team headed by *Mr Peter Rezel*. He was duly supported by *Dr Mangala Fernando, Ms Nilakshi De Silva, Ms Rushika Kannangara, Ms Anushka De S Wijeyeratne, and Dr Kasun Kamaladasa*.

Let me also thank the donor agency for the financial support to make this process a reality. Without their support this exercise could not see the light of day.

I owe a great deal of gratitude to a number of sectoral experts who provided useful input to this exercise including *Dr Jehan Perera, Prof. Chandragupta Thenuwara, Mr Ajith Parakum, Mr Gowthaman Balachandran, Dr Pakiyasothy Sarawanamuttu, and Ms Kalani Subasinghe*. The district coordinators of HRFACs also provided invaluable inputs focusing on the district-based activities for current strategic phase.

Last but not least, let me thank the board of directors of R2L headed by *Mr Herman Kumara*, the management and staff of R2L for their continued support both in terms of designing the strategies and for agreeing to implement them in the context of Sri Lanka's turbulent socio political and economic immediate future.

Philip Dissanayake
Executive Director
Colombo
June 2022

CONTENT PAGE

<i>Note from the Executive Director</i>	<i>i</i>
<i>Executive Summary</i>	<i>iv</i>
1. Introduction.....	1
1.1. History of R2L	1
1.2. Journey of R2L and key milestones	3
2. Strategic Planning Development Process	12
3. Context.....	14
3.1. Global Context.....	14
3.2. Sri Lankan Context.....	14
4. R2L Strategic Framework.....	15
4.1. Strategic Approaches	18
4.2. Thematic Pillars	18
4.3. Thematic Goals and Outcomes	19
4.4. Cross Cutting Themes.....	22
4.5. Cross Cutting Functions	23
5. Organizational Management and Institutional Development 2	Error! Bookmark not defined.
5.1. Organization Structure.....	25
5.2. Governance and Leadership	27
5.3. Human Resources	27
5.4. External Communication and media	27
5.5. Infrastructure Development	28
5.6. Fundraising and Resource Mobilization	28
6. Monitoring and Evaluation	29
7. Risk Assessment	31
8. Partnerships and Collaborations	33
9. Conclusions.....	34
10. Annexure.....	35

EXECUTIVE SUMMARY

Begun as an unregistered offshoot of a civil platform in Katunayaka Sri Lanka, R2L has now grown up to the level of a national CSO. It has a significant presence across the country with a considerable volunteer base in the form of Human Rights Defenders (HRDs) who dare to commit their lives against atrocities perpetrated by the government in violation of the people's human rights. At the same time, by committing to fight against these human rights violations, the R2L team has had to endure considerable personal and organizational risk at the hands of the government apparatus over the years, but have never lost its spirit and energy. Since 2016, R2L has moved its operations to the capital, Colombo to operate within convenient distance to the donor community and national level actors while still maintaining their grassroot touch in 16 districts across Sri Lanka.

R2L undertook this strategic planning exercise in order to formulate the strategies of the organisation for a timeframe of 3 years, covering the period from 2022 – 2025. During the strategic planning sessions, a consensus was arrived at, that a realignment and shift in R2L's strategic thrust was warranted.

R2L was formed with the mission to promote and strengthen fundamental human rights of the people in Sri Lanka and to empower victims of various harassments at the hands of government institutions by providing legal, technical, and financial assistance to assist them to fight for their rights. This mission that served the organization for nearly 20 years has now been changed in the new strategic phase, with the new mission formulated as *“to be placed as an active platform in which diverse actors from national to local level engage with responsible institutions against human rights violations including torture, extra judicial killings, and economic and social rights violations of people ensuring effective interventions that guarantee full enjoyment of constitutional rights in Sri Lanka”*. In addition to the revision of R2L's mission, two notable strategic directions have been identified: geographical expansion and thematic expansion. The geographic expansion envisages that R2L expand to as many as 37 project locations across 16 districts of Sri Lanka including the Northern and Eastern Provinces. This expansion is critical to respond to growing case numbers at the district levels. Hence, in some districts R2L has planned to set up 2 to 3 sub centres in order to ensure efficient interventions with victims. Along with new centres, a new cadre of HRDs are also expected to join. The thematic expansion sees R2L expanding its conceptualization of “human rights” as those rights relating to the civil and political spheres, to include social, cultural and economic spheres. This requires that R2L respond to both the International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR) at the same time. The inclusion of ICESCR was necessitated by the current socio-economic context of Sri Lanka.

Both these new strategic directions will contribute to ensuring that R2L is most responsive towards the current socio-political and economic context of Sri Lanka. By the end of June 2022, Sri Lanka had declared its default status. The inflation in Sri Lanka recorded an all time high of 30% plus while the food inflation reached phenomenal levels in June 2022 at 70%. The poorest of the poor are expected to be hard hit by the high inflation, food shortages, and reduced or zero income. World Food Programme (WFP) estimates that as many as 22% of the Sri Lankan population are

food insecure and in need of assistance. In this context, R2L has ventured to reach out to socially and economically vulnerable persons in local communities with the help of HRFAC's volunteer base.

In addition to its strategic directions, R2L is making a significant shift in focus in relation to its cross-cutting themes: gender, youth, and marginalized and vulnerable persons. R2L approaches the concept of gender more from a more Human Rights perspective. R2L promotes gender as a need to empower victims and local communities and this focus appreciates the inalienable rights of women to equal treatment from others, for example, government institutions, local community organizations, groups, and society. The youth protests in Sri Lanka since March 2022 have provided avenues for R2L to creatively plan for platforms to work with youth – a group R2L has been actively seeking to engage since 2015. In the current phase of the strategic plan, R2L intends to broaden its parameters of “the marginalization and vulnerability” from human rights violations to social, economic and cultural rights violations.

From an organisational perspective, several action strategies in Human Resource Management, Administration, Communication, Finance Function, Infrastructure development, Fundraising and Resource Mobilisation have been identified for the next three years. R2L plans to monitor its strategy for the 2022-25 period using a hybrid mix of Log Frame and Outcome Mapping (OM) methodologies to construct an M&E frame for R2L that is both practical and effective.

LIST OF ACRONYMS

AHRC	Asian Human Rights Commission
CBSL	Central Bank of Sri Lanka
FOD	Families of the Disappeared
FTZ	Free Trade Zones
GoSL	Government of Sri Lanka
GSP+	Generalized System of Preferences
HRD	Human Rights Defenders
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
OM	Outcome Mapping
PTA	Prevention of Terrorism Act
SIPL	Strategic Inspirations Pvt Ltd
SLCAT	Sri Lanka Civil Society Collective Against Torture
TID	Terrorism Investigation Division
UNCAT	United Nations Combating Against Torture
VSSO	Voluntary Social Services Organizations
WFP	World Food Programme
WHO	World Health Organization

1. INTRODUCTION

1.1 History of R2L

Right to Life Human Rights Centre (popularly known as R2L) was started in 2003 by the founder members Mr. Brito Fernando, Mr. Philip Dissanayake and Ms. Jayanthi Dandeniya and was registered as a Non-Governmental Organization in 2007. The initial rationale of R2L was to promote and strengthen fundamental human rights of the people in Sri Lanka and to empower victims of various harassment at the hands of government institutions by providing legal, technical, and financial assistance to assist them to fight for their rights. From 2003 to 2007 R2L operated as a regional civil society organization conducting training and awareness programmes for the employees working in the Free Trade Zones (FTZs) in Katunayake with the intention of educating them on labour laws and regulations, human rights, and encouraging them to take necessary action to obtain restitution within the legal framework of the country. Soon, R2L found itself responding to various types of human rights violations that occurred in many parts of Sri Lanka, leading it to expand its scope of work. The organization therefore intervened on matters such as police torture, disappearances, health negligence and other fundamental rights violations on behalf of the victims and their families and relatives. From 2003 to 2014, R2L was located at Katunayake – about 35 km north from capital Colombo. The Asian Human Rights Commission (AHRC) provided initial funding and technical support at its initial stages. Mr Philip Dissanayake – the current Executive Director and one of the founders of the organization – played a remarkable role to sustain the organization especially during its initial phase that was marked by lack of funding, intense attacks from government on human rights civil society organizations, and lack of public support on the issue of torture and extra judicial killings. The work of R2L always attracted a high degree of personal risk to staff from government sources.

Four specific eras can be identified in the history of R2L from 2003 to 2022. They are;

1. First era from 2003 – 2006,
2. Second era from 2007 – 2014,
3. Third era from 2015 - 2019, and
4. Fourth era from 2020 - 2022.

The First Era from 2003 - 2006

During 2003 to 2006 R2L carried out activities related to promoting human rights awareness in and around Katunayake FTZs. Specific interventions during this period are (1) promoting awareness on the 17th amendment to the Constitution of Sri Lanka, and (2) advocating with the state actors to implement the Convention Against Torture and Other Cruel, Inhuman Or Degrading Treatment Or punishment Act No 22 of 1994. In 2004, R2L formed a group of 7 CSOs to work on the torture in Sri Lanka under the name of Peoples Against Torture (PAT).

The Second ear from 2007 – 2014

The war mentality that engulfed the Sri Lankan society since the election of new President in 2005, human rights discourse in Sri Lanka took a dramatic twist with the repeated and organized extra

judiciary killings, disappearances, abductions, and various violations of human rights. Media freedom was at stake too. Hence, a national, coordinated, and multi stakeholder approach was needed both for safety of the CSOs threatened including R2L and ensuring rights protection for people in Sri Lanka. In 2007 a coalition of 17 CSOs was formed and by 2009 R2L partnered with national civil society organizations and platforms to respond to rising cases of human rights violations in the backdrop of the final stage of warfare leading to total annihilation of the LTTE in 2009. On the assumption that lack of awareness of laws, regulations, and legal systems of the country are the main factors behind human rights violations, R2L started to carry out human rights training programs, seminars and workshops for vulnerable communities in the country to safeguard them from future victimization. R2L then started to focus on building up Human Rights Defenders (HRDs) at grass-root levels. At the same time, R2L took the initiative to form a network comprising civil society organizations - “*Nidahase Wedikaawa (Platform for Freedom)*” in 2009 and “*Veediye Virodaya (Protest on the street)*” in 2011. These civil society initiatives established broad based civic and political platforms targeting the protection and promotion of human rights, democracy, and good governance in Sri Lanka. As mentioned previously, the end of armed conflict in 2009 was accompanied by gross violations of human rights with rampant extra judiciary killings of HRDs, media personnel, political activists, and civic activists. Despite great threat to personal lives, R2L and other like-minded organizations provided leadership to civic and political platforms that ultimately led to the formation of a good governance government in 2015.

In 2011 and 2014 R2L took the initiative to prepare an alternative joint United Nations Combating Against Torture (UNCAT) report in partnership with 31 CSOs active in the areas of torture, extra judiciary killings, and disappearances in Sri Lanka. R2L has continued to bear the responsibility of convening groups and formulating the alternative (or shadow) report. As a result, in 2013, R2L formed the Sri Lanka Civil Society Collective Against Torture (SLCAT), an active CSO network committed towards making Sri Lanka free from police and institutional torture. To date, the SLCAT has an active membership of 28 CSOs including human rights organizations, and civic and political activists. In addition to SLCAT, R2L also formed a new network called Human Rights First Aid Centres (HRFACs) in the selected districts (The initial stage of HRFACs).

The Third Era from 2015 – 2019

From 2016, R2L initiated the establishment of 15 district based Human Rights First Aid Centres (HRFACs), a civic mechanism operating at district level spearheaded by a group of trained HRDs. These mechanisms helped to address many cases of rights violations at district level through multi stakeholder partnerships including the victims, HRDs, government officers, CSO leaders, and religious leaders. The victims in particular continued to engage with district based HRFACs even after their cases achieved due responses from state authorities. This resulted in the district mechanisms gaining popularity and attracting a solid people’s support base for R2L’s activities. The R2Ls’ approach of converting the victims into activist made the support base stronger and more committed at district levels. As a result, victims turned activists gradually started to support other victims at district levels. By 2022, R2L has managed to sustain 12 HRFACs in Sri Lanka.

With the change of government in 2019, R2L along with a few leading CSOs in Sri Lanka carried out island wide CSO educational campaigns preparing the CSOs to face challenges due to the

Voluntary Social Services Organizations (VSSO) Act introduced by the new government. This Act, widely seen as a way of further shrinking spaces for CSOs in Sri Lanka, provided an opportunity for R2L to play a significant role at national level. And during this era R2L formed another significant network which has been registered as a Union now known as *Aithiya Udesa Madyavediyo (or Media personnel for people's rights), Journalists Collective*.

The Fourth Era from 2020 - 2022

The new government that came into power through 2019 and 2020 national elections started to systematically shrink the spaces of civil society and democratic reforms of Sri Lanka. Hence, R2L's main focus during this period has been to expand and strengthen the civil networks initiated by it, and to promote new networks and civil alliances on human rights and democracy across the country. The media presence of R2L got systematically upgraded to cover large audiences including the youth and civil activists who remained discouraged due to growing ultra nationalist ideologies in the country following the election victory of current government.

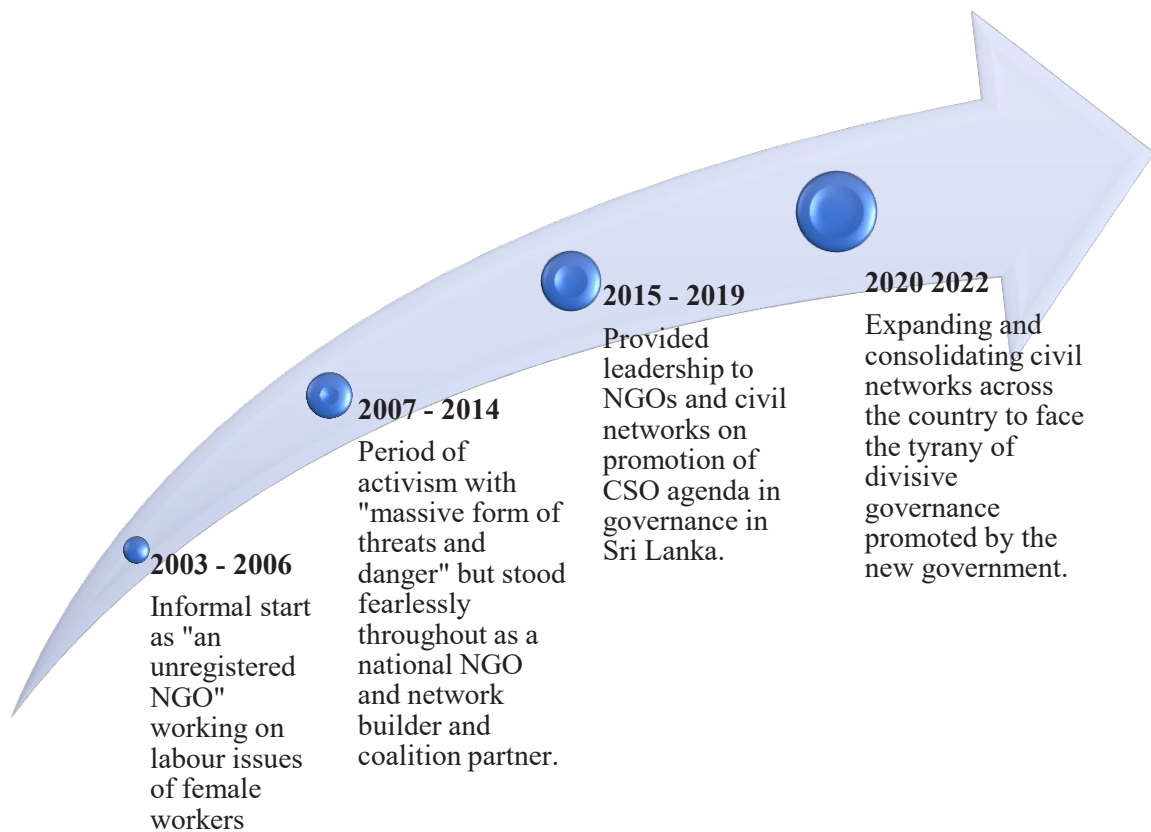
Also, this era is marked by public uprising started with peasants and teachers' struggles turned on to massive scale public protests from all walks of lives in society due to severe shortages of essentials from March 2022.

1.2 Journey of R2L and key milestones (1992-) 2002 – 2022

2003	Started as unregistered organization with years of past experience working in worker rights issues.
2004	Formed the civil coalition of 17 organizations; Developed responses to Sri Lanka Torture Act
2005	Formed Peoples Against Torture (PAT) network with 6 organizations
2007	Registered as NGO; Experienced threats to close down, but prevailed; Formed Coalition with 17 orgs.
2009	Formed Platform for Freedom; Initiated HRFACs in 3 districts in the South of Sri Lanka.
2010	Founded SLCAT network; Expanded HRFACs in 5 more districts in Sri Lanka.
2011	Submitted torture report to UNCAT as a Civil NGO Collective Against Torture; Participated at the UN.
2013	Formed <i>Protests in Streets</i> (Veediye Virodhaya) along with 112 CSOs & carried out island wide activities
2015	Supported the good governance agenda and 100 days activism
2017	Initiated Journalists for Rights Collective - a Network for Journalists
2018	Partnered with EU and expanded HRFACs in more districts; initiated Lawyers' Collective, a network
2020	Expanded HRFACs to another 5 Districts
2021	Formed Citizens for Justice, a network for victims
2022	Developed strategic directions from 2022 – 2025

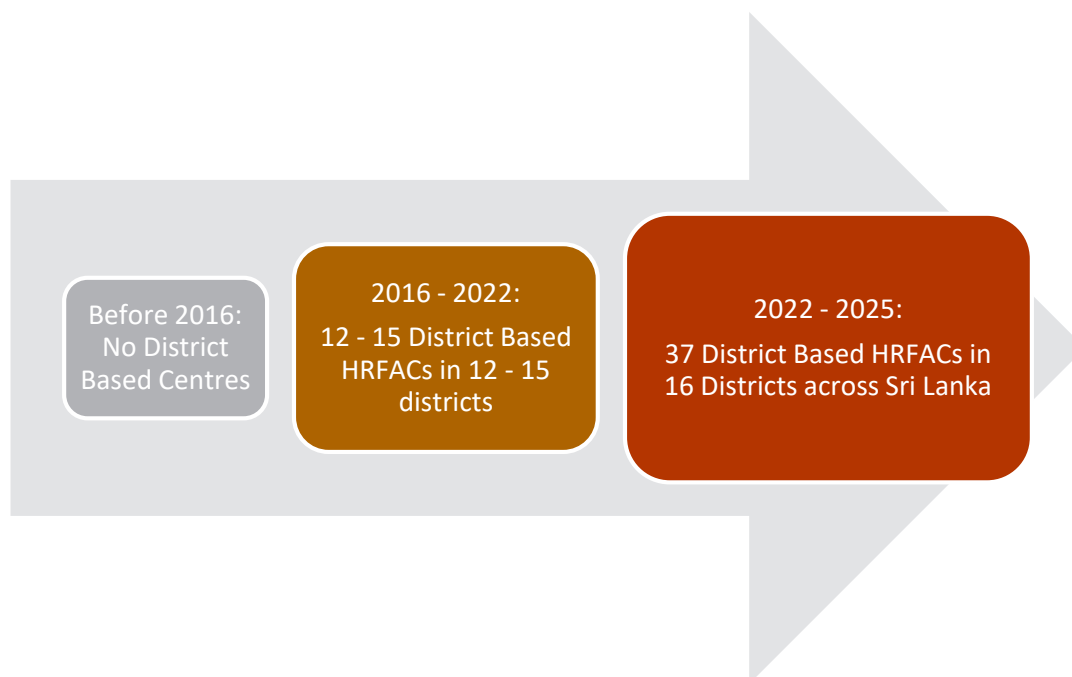
Salient Milestones on media platforms of R2L

2007	R2L Website
2011	Aythiya Website
2015	Aythiya Youtube
2018	R2L Youtube
2019	Daily Reporter
2021	SLCAT Website
2022	Ada Youtube



STRATEGIC DIRECTION

Geographical Expansion



During the period of 2016 to 2022, R2L operated in 12 to 15 districts with one HRFAC in each district. With the funding support from the European Commission during 2017-2020 in partnership with National Peace Council (NPC), R2L operated in 15 districts including 3 districts in the Northern Province in Sri Lanka. This project came to an end in 2020. From 2020 to 2022 R2L operated in 12 districts. In the current strategic phase, R2L intends to establish 4 centres in the Northern and Eastern Provinces to make the total number of HRFAC-operating districts to 16. *Please see the map on the next page.*

The necessity of expanding R2L's activities on the ground is well supported by the ongoing anti human rights, anti-minority rights agenda of country's state formation practices over the last so many years. Social and political polarization has been ever widening as the current government openly stated its allegiance to Sinhalese Buddhists over minority groups. Respect for fundamental human rights in Sri Lanka has been in serious jeopardy under the Gotabaya Rajapaksa presidency. His administration has blocked accountability for grave abuses linked to the 26-year civil war that ended in 2009. In 2021, the UN Human Rights Council mandated that the UN collect and analyse evidence of international crimes for future prosecutions. The draconian Prevention of Terrorism Act (PTA) was expanded, facilitating torture and other abuse. Victims of past abuses, their families, and HRDs are subjected to surveillance and intimidation. Muslims, Tamils, and other minorities face discrimination and threats¹. Religious freedom for minority religions was at stake. During 2020, the National Christian Evangelical Alliance of Sri Lanka (NCEASL) documented 50 incidents of attacks on churches, intimidation of and violence against pastors and

¹ Human Rights Watch (2022)

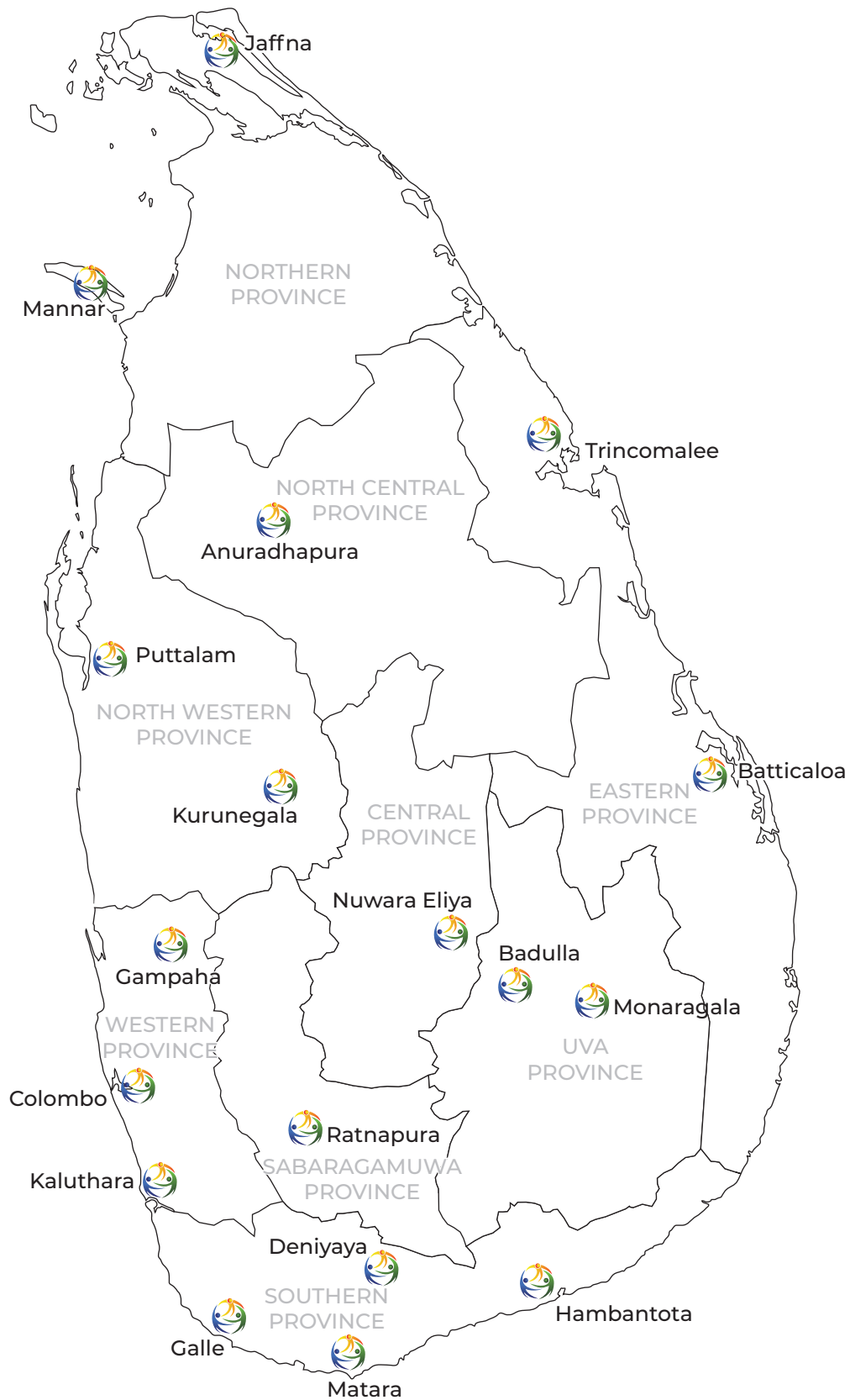
their congregations, and obstruction of worship services, compared with 94 in 2019². Militarization continued to expand across the country by way of occupying civilian spaces and high state positions.

To support its expansion, R2L plans to rely on partnership arrangements with a number of entities. For example, out of 37 centres, 13 are to be located and sustained by Caritas Sri Lanka with whom R2L has a strategic partnership to train a group of 325 youth (25 in each location) to become Human Rights Defenders (HRDs) and to operate the centres. The rest, i.e. 24 centres, will be the responsibility of R2L. Out of these, 16 are going to be main HRFACs and the remaining 8 will be sub HRFACs. It is expected that over 3,000 cases of violations of rights and entitlements of victims will be addressed by these 37 centres in a year. Lawyers, journalists, and HRDs are to take direct responsibility to intervene in these cases, followed up by wider stakeholder meetings organized at district level every other month. This will involve government officers (including police officers), representatives of independent commissions, lawyers, journalists, HRDs, CSO leaders, religious leaders, and political leaders to address unresolved cases.

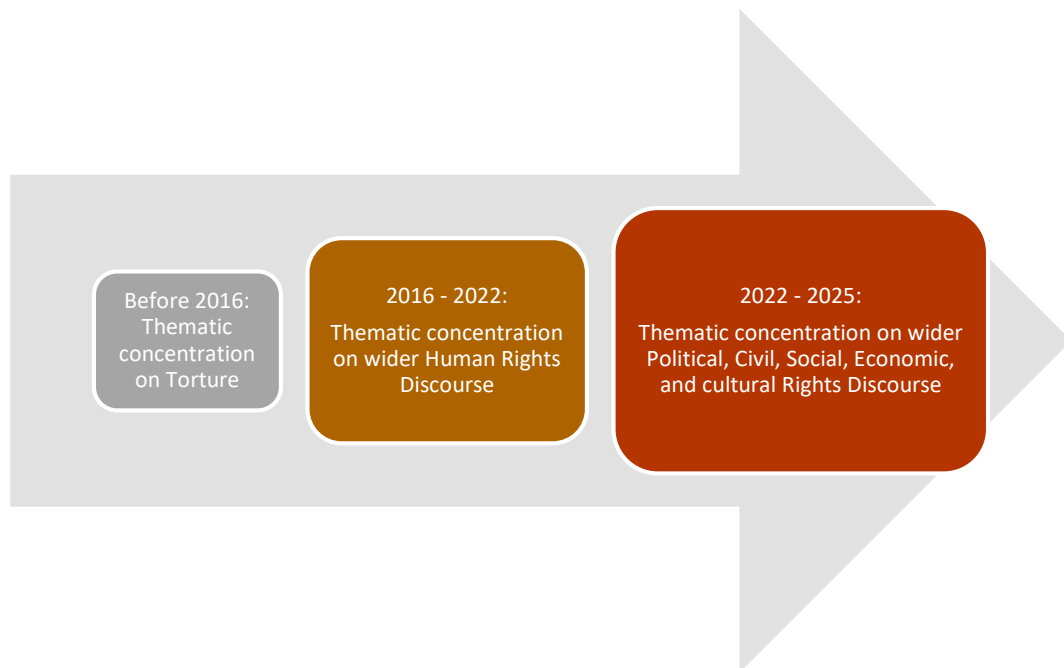
From the above, it is clear that R2L has already laid a strong foundation of systems and mechanisms to support victims during the period of 2022 – 2025.

² US Department of State (2020) <https://lk.usembassy.gov/wp-content/uploads/sites/149/2020-INTERNATIONAL-RELIGIOUS-FREEDOM-REPORT-SRI-LANKA.pdf>

The intended 16 districts to be covered by 37 HRFACs during 2022 – 2025.



Thematic Expansion



R2L intends to expand its focus on “human rights” in the civil and political spheres to include human rights in relation to social, cultural and economic spheres. This enables R2L to respond to both the ICCPR and ICESCR at the same time. The inclusion of ICESCR was necessitated by the current socio-economic context of Sri Lanka and through social, cultural and economic rights spheres, R2L intends to respond to vulnerable persons’ survival needs as well as community based economic resilience efforts. The COVID-19 challenges from early 2020 further intensified the crisis to a point where the GoSL could no longer manage. At the same time the GoSL has widely been accused of poor management of public funds exacerbated by allegations of serious corruption. Structural weakening of accountability frameworks, interference with the public service, abuse of State- Owned Enterprises (SOEs), rampant abuse of public funds, siphoning away of public funds, cronyism and nepotism are but a few ways in which successful governments have plundered the wealth of Sri Lanka and brought the country to its knees. In 2021, Sri Lanka is ranked 102 out of 180 countries in the Corruption Perceptions Index and it is believed that Sri Lanka will be further downgraded in 2022. The cost of living in Sri Lanka is exponentially high, recording a staggering rate of inflation at 18.7% in February 2022, and nearly 60% by the end May 2022.

Economic and social inequality and injustice have been widening in Sri Lanka and this situation is expected to be further compounded due to the COVID-19 pandemic and more recent socio-economic developments in the country. In 2021, more than half the total household income was enjoyed by the richest 20% in Sri Lanka while the bottom 2 deciles (poorest 20%) received only 5%, with the share of household income being just 1.6% for the poorest 10%³. To make matters

³ CEPA, 2021

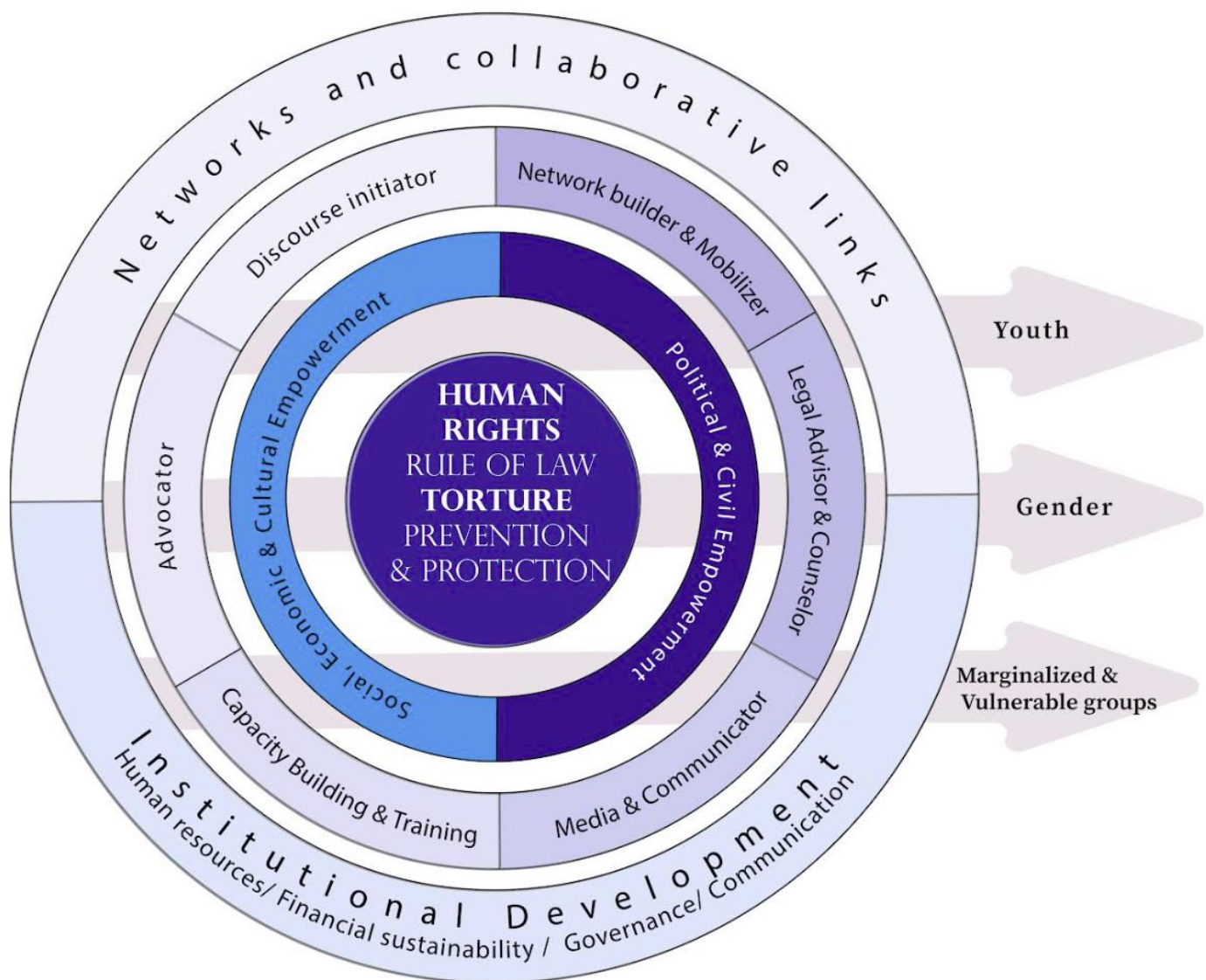
difficult for households, youth unemployment remains at over 30% in 2021⁴ and country's female labour participation is just over 36%⁵.

R2L strongly believes that the political crisis of the country has given rise to the economic crisis. It therefore intends to intervene in the economic sphere more from “rights” and “entitlements” perspectives rather than mere “material” distribution perspective. During this strategic phase of 2022-2025, R2L will influence government mechanisms to ensure that the most vulnerable and marginalized groups are provided a much-needed government safety net and economic protection. In order to respect the right to food, medicine, and basic survival needs of people in local communities, R2L will make a significant contribution through facilitating food sovereignty, food intake, and job creation.

⁴ Trending Economics, 2022

⁵ ICES, 2021

R2L'S STRATEGIC FRAMEWORK 2022-25



STRATEGIC ROLES OF R2L



During the strategic planning exercise, it became evident that R2L plays a number of strategic roles in implementing activities/ projects/ programmes. As R2L's approach has always been to never confine its work commitments to projects or donors, but long-lasting partnership with people. This approach demands that R2L play multiple roles as a citizen's organization with a commitment to change society through broad based coalition of civil groups at community and national levels. These roles as listed in the above exhibit – mutually connected with each other – have given R2L much visibility among donors, recognition among grassroot communities, and leadership among CSOs.

These multiple roles are giving R2L the ability, adaptability, flexibility and versatility to effect the desired change operating within the challenging environment in Sri Lanka. As a result, R2L can very easily absorb social, cultural and economic spheres to their programme portfolios during the current strategic phase.

2. STRATEGIC PLANNING DEVELOPMENT PROCESS

The need for a strategic planning exercise to plan its direction for next 3 years was identified by R2L in early 2022, and it began engaging with relevant partners for funding and technical support. The initial discussions for a strategic planning exercise commenced with Strategic Inspirations Pvt Ltd in March 2022 which led to signing the agreements and sharing of initial proposals/ process designing, paving way for starting the work in early April 2022. The broad time frame of the entire strategic planning exercise with R2L is 01 April 2022 to 30 June 2022. The strategic planning process contained 3 inter related phases: preliminary phase, strategic planning phase, and documentation phase.

Phase 1 – Preliminary phase

This phase had two parts: internal team meetings and the inception workshop followed up by consultative meetings. The initial team meetings took place at SIPL office to conceptualize and strategize the whole process of designing the strategic plan which was shared with R2L for comments and agreements (See annex 1 – Work Plan). Upon agreement from R2L, the strategic planning team first conducted the desk-based review of internal and external documentation pertaining to R2L and its programmes. A large number of documents including annual reports, project reports, and internal policy documents were reviewed at this stage to identify history, evolution, past strategies, past programming, and past lessons learnt. Based on these findings, the inception workshop was conducted as the first encounter of SIPL with the R2L team at the R2L office. During this meeting a detailed discussion took place on R2L's internal strategy paper developed on 23/10/2021. A timeline of milestones (including the discussion of what worked and why in the past) was also developed. Following this meeting, the SIPL team interacted with a group of external resources (see annex 2) during the next 2-3 weeks for in depth external consultations on current/ future context and potential strategies for R2L.

Phase 2 – Strategic planning phase

A 2 days residential workshop was organized with the participation of R2L's board of directors (3 directors), and 12 staff of R2L. During this workshop the participants validated the findings of the external consultation inputs. In addition, factors underlying the success and failure of R2L work, organizational result framework for the period of 2022-25, revisiting organizational mandate (vision, mission, and values), thematic expansion, cross cutting themes, stakeholders, and risks were further explored.

Following the residential workshop, R2L team engaged in developing the overall Monitoring and Evaluation (M&E) framework. After a training workshop on Outcome Mapping Methodology, R2L decided that they would prefer a hybrid M&E approach, combining elements of the Log Frame approach with the Outcome Mapping methodology, to develop an M&E Frame that was both practical and effective given the limited availability of staff within R2L to carry out M&E.

The R2L team also engaged in developing the institutional strategies and annual operational plan taking into consideration ongoing projects lined up for the current financial year. The institutional

development plan exercise highlighted areas of improvement in relation to internal systems to align with external project/programme planning for the next 3 years.

Phase 3 – Finalization of strategy document

The R2L was ready to provide their support by participating in number of follow up online sessions to help the SIPL team to finalize each area of work necessary to complete the strategic planning exercise. The strategic plan was drafted and finalized based on desk review, external consultations, and subsequent workshops and engagements conducted in partnership with R2L team as per phase 1 and 2 above. This included the process of developing a strategic framework, result framework, annual plan for 2022, and a M&E Plan for the organization.

3. CONTEXT

This strategic planning exercise was largely informed by series of external consultation sessions conducted with sectoral experts, CSO leaders, victims, district HRDs, and well-wishers of R2L. The technical and expert inputs received were validated by the R2L team during the Strategic Planning workshop.

3.1 Global Context

The world is witnessing an all-out war between two European nations for the first time since the end of 2nd World War. While this has its impact on the world in general, it has impacted supply channels, thus affecting poorer countries who have been grappling with issues of economic downturn due to the Covid 19 pandemic. In South Asia, there are widespread violations of international human rights treaty obligations; these may result from institutional failure, or from activities of agents of the State such as the police and the military or by “powerful” individuals whose behavior the State fails to prevent or punish. At the national level the lack of accessible and effective remedies, coupled with a lack of political will on the part of national and local law enforcement bodies and, at times, also of the judiciary to implement remedies that are in theory available, continues to render basic rights illusory, whilst the international level enforcement mechanisms are often inaccessible, slow and ultimately ineffective since the power to reach a judicial settlement or impose sanctions is lacking.

3.2 Sri Lankan Context

Sri Lanka is currently experiencing the worst economic crisis since country’s independence from the British in 1948. The economic crisis has its basis in the on-going and unresolved political crisis that already paved way for 3 armed conflicts and many tensions and clashes in the country.

Civil and political crisis

Since independence, the nation building process in Sri Lanka did not assure due recognition to country’s ethnic and religious minorities. As a result, the minority communities continue to experience issues in governance, constitutional rights, resource distribution, social recognition and social justice. The country witnessed one of the most protracted civil wars in Asia that came to an end in 2009, but even after the death of thousands of soldiers, militants, and civilians, the underlying causes that led minority youth to resort to violence have not yet been addressed. The Government of Sri Lanka (GoSL) has not implemented international instruments (i.e. United Nations Human Rights Commission and its resolutions) nor national instruments (i.e. the Lessons Learnt and Reconciliation Commission) on areas of accountability and reparation. In this context, the minority tensions keep emerging in Sri Lanka from time to time, the most recent being the Sinhalese Muslim riots in 2018, Easter Sunday bomb attacks in 2019, and tensions around Islamic rituals and Covid 19 deaths in 2020.

While Sri Lanka further degraded its position in the Rule of Law Index⁶, in the context of growing economic dissatisfaction, thousands of people in Sri Lanka have taken to the streets in protest, in a show of resistance using creative slogans, art, theatre, dance, music, technology, displaying their demands that include accountability for wide-ranging human rights violations, inter- ethnic, religious unity and harmony. Under the pretext of public security, protection of public order and the maintenance of essential services, the President declared a state of emergency in the country with effect from 1 April 2022. This was followed by country-wide curfews, and social media blackout which was later lifted. On 19th April, police opened fire at protestors in Rambukkana (75 km North East from capital Colombo) killing one individual and injuring at least 12 others – some of whom were critically injured. On 9th May 2022, the pro government mobs attacked unarmed youth protesting against the government and country wide violence broke out. Finally, the President of Sri Lanka, Mr. Gotabaya Rajapaksa agreed to step down following the massive protests by the public who marched to the Capital Colombo on the 9th July. The protesters took control of the Presidential Palace and the Presidential Secretariat. It was reported later that the President had fled to a safer location. These protest campaigns which began in March, culminating with the events of July 9th, clearly show how feasible it is for people led by ordinary youth with non-violent motives to exercise their civil rights and topple a dictatorial regime.

Sri Lanka has a history of unjustifiable police arrests, unlawful detention, torture, and extra judiciary killings, making the country unsafe for media personnel, civil activists, and government dissidents. Further, the government continued to harass, threaten and surveil victims' families, as well as lawyers and groups representing them. Intelligence agencies and the military interfere in the work of civil society organizations, particularly in the north and east, and suppress perceived dissent. Human rights organizations reported regular visits to their offices by security agencies including the police Terrorism Investigation Division (TID)⁷. The international community accuses the government of attempts to shrink the space of civil society organizations⁸, in particular by to disrupting foreign funding of rights groups on the pretext of countering “terrorist financing”.

Even though Sri Lanka is a signatory to the International Covenant on Civil and Political Rights (ICCPR), the government has so far failed to protect and promote people's rights accordingly, especially of the ethnic and religious minorities in Sri Lanka.

Social, economic and cultural crisis

Sri Lanka is facing a balance of payment crisis and a severe foreign exchange shortage compounded by Covid-19 lockdowns, pre-pandemic tax cuts and loss of access to international capital markets. As it stands, foreign exchange reserves are critically low, making the import of essential medicines, food items, cooking gas and fuel, immensely difficult. This is affecting all major sectors including education, health and livelihoods. Nearly five million people, or 22% of the Sri Lankan population, are food insecure and in need of assistance. Nutritious foods, such as vegetables, fruits and protein-rich products are now out of reach for many low-income families.

⁶ World Justice Project (2021) Country Press Release – Sri Lanka
(<https://worldjusticeproject.org/sites/default/files/documents/SriLanka>)

⁷ Human Rights Watch (2022) <https://www.hrw.org/world-report/2022/country-chapters/sri-lanka>

⁸ USAID (2021) country development cooperation strategy 2022-2025

WFP's recent surveys indicated 86 percent of families are resorting to at least one coping mechanism, including eating less, eating less nutritious food and even skipping meals altogether⁹. The most vulnerable communities across the country, some 2.4 million people already living below the poverty line who are most affected by the loss of livelihoods, food shortages, and the spiraling cost of essential items.

Sri Lanka has ratified the ICESCR, and has an obligation both individually and through international assistance and cooperation, to guarantee economic and social rights. These rights include the rights to health, education, social security, adequate food, and an adequate standard of living.

⁹ World Food Programme (2022) WFP launches emergency response in Sri Lanka <https://www.wfp.org/news>

4. R2L STRATEGIC FRAMEWORK 2022-2025

The following vision and mission statements guide the overall direction of R2L.

VISION: “A pluralistic Sri Lankan society that protects and promotes the right of citizens to enjoy justice, equality, respect for life”.

MISSION: “To be placed as an active platform in which diverse actors from national to local level engage with responsible institutions against (1) human rights violations including torture, extra judicial killings, and (2) economic and social rights violations of people ensuring effective interventions that guarantee full enjoyment of constitutional rights in Sri Lanka”

CORE VALUES:

- **Impartiality:** *Equal treatment of all, irrespective of one’s ethnic, religious, cultural, political, sexual, or any other identities.*
- **Transparency and accountability:** *Conducting R2L’s actions in an open and clear manner, being responsible for its actions and having ability to provide sound reasoning for its actions.*
- **Fearlessness:** *Showing no fear of reprisal, and leading local communities and local actors to stand for their rights.*
- **Accommodativeness and responsiveness:** *Being open to inputs from formal and informal actors and groups and taking their inputs in implementation of activities that have mutually beneficial terms, and,*
- **Trustworthiness:** *Creating an environment in which both the victims and service providers develop trust and confidence in R2L.*

STRATEGIC APPROACHES

R2L has – over the years - employed a number of strategic approaches to achieve its stated goals. These approaches have not only worked well for R2L, but also enabled the organization to be placed as an active platform for diverse actors to engage with relevant stakeholders to offer relief to victims. The details of each strategic approach are given below:

1. **Reforms oriented approach:** R2L tends to push for policy reforms in their implementation of activities and projects as much as possible. For R2L, activities and projects being tied up with a policy reforms agenda have remained a core approach that has given them high impact.
2. **Rights based approach:** R2L puts lot of effort in building capacity of both the victims (or rights holders), and the government service providers (or duty bearers). R2L believes that strengthening victims alone will not produce right results, but working with government service providers will enhance the chances of victims being properly serviced. In most of the cases, government service providers either do not know their duties or have the capacity to perform them. Hence, serving victims requires building the capacity of government service providers as well.
3. **Strategic networking approach:** Over the last 10 years, R2L has established 3 national level networks involving CSO partners and professionals. R2L believes that protection and promotion of human rights require a multi stakeholder approach with participation of many actors from differing layers, sections, levels, and sectors. As such, R2L seeks a networking approach that ensures a multi stakeholder agenda and the complementarity effect that is derived

from diverse partners. For example, SLCAT has over 28 human rights oriented CSOs in Sri Lanka and this network is still growing with membership of CSOs from the North and East of Sri Lanka. While SLCAT member organizations attempt to carry out individual activities related to torture prevention in Sri Lanka, R2L provides leadership and direction to make the network more collaborative and accommodative with inclusion of new partner organizations, actors, and stakeholders. R2L also believes that addressing issues of human rights such as torture and extra judiciary killings etc. – that are so entrenched within Sri Lankan law enforcement authorities - requires concerted actions from a wide spectrum of institutions, actors, and groups, across Sri Lanka.

4. **People oriented approach:** R2L has always attempted to build relationships with victims, people at grassroots level, and community members connected with their projects/ programmes and to remain in continuous touch with these groups. More than trying to remain within the confinements of projects (such as project activities, project time duration, and project funding) R2L strives to promote a people to people dialogue and the development of local mechanisms and structures, so that it can continue the partnership with the people even after the funding phase of the project is over.
5. **Middle-out approach:** Contrary to both top to bottom or bottom to top approaches, R2L finds it most comfortable to work through a middle-out approach through which both the national and grassroots level actors are equally emphasized, reached, and impacted upon. R2L therefore intends to position its activities at district level where local CSOs and HRFACs deal with victims and local communities and at national level where it partners with independent commissions, law enforcement authorities, and other relevant institutions, actors, and civil and professional groups.

THEMATIC PILLARS

R2L from 2003 – 2022 has carried out its overall project implementation, technical direction, and staff management within the larger framework of the International Covenant on Civil and Political Rights (ICCPR), which is a multilateral treaty committing state parties to respect the civil and political rights of individuals, including the right to life, freedom of religion, freedom of speech, freedom of assembly, electoral rights and right to due process and a fair trial. After much deliberation, R2L now intends to expand the ideals and activism of ICCPR to the International Covenant on Economic, Social and Cultural Rights (ICESCR). ICESCR commits state parties to work toward the granting of economic, social, and cultural rights to individuals, including labor and the right to health, the right to education, and the right to an adequate standard of living.

Influenced by the socio, political, and economic context of Sri Lanka in 2021-22, R2L intends shifting its focus to the social, cultural and economic rights dimensions – thereby expanding its rights profile from the domain of political and civil rights to social, cultural and economic rights. Hence, R2L will make a strategic shift to commit itself to advance the social, cultural and economic rights of people including victims in local communities in Sri Lanka.

The thematic pillars or thematic areas – therefore – of R2L are (1) civil and political rights, and (2) social, cultural and economic rights.

THEMATIC GOALS AND OUTCOMES

THEMATIC AREA 1 - HUMAN RIGHTS, RULE OF LAW, TORTURE PREVENTION AND PROTECTION	OBJECTIVE – To empower national and local community structures to effectively address rights violations that people encounter at the hand of the state machinery and other elements in society.
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This thematic will build upon R2L’s HRFACs, networks, and other actors based at the national and district levels in Sri Lanka. Taking a very strong human rights approach, this thematic focus mainly on protecting and promoting victims and ‘at-risk’ populations in local communities through a rule of law perspective.

The following are sub themes and proposed interventions to be carried out during the 2022-25 strategic cycle.

1.1 Sub Theme: Victims’ rights

Protection and promotion of torture victims’ rights has been one of the key interventions of R2L since its inception. Also, the identity of R2L as a CSO in Sri Lanka has been largely built on its work on behalf of the rights of torture victims. The following are key interventions under this sub theme.

- **Intervention 01:** *Provision of support (i.e. legal aid and psychological counselling) to victims of torture through 29 Human Rights First Aid Centres (HRFACs) stationed in 16 districts.*
- **Intervention 02:** *Building networks and collaboration with youth, lawyers, journalists, government officers, religious leaders, CSO leaders, etc on interventions of torture prevention.*
- **Intervention 03:** *Building the capacity of human rights defenders to become paralegals to provide basic legal support to victims*
- **Intervention 04:** *Conducting media advocacy campaigns on human rights, publicising landmark cases and judgements.*
- **Intervention 05:** *Conducting national level public education programmes through innovative means (e.g. celebrities promoting key messages).*

1.2 Sub Theme: Resilient Civil Society

As mentioned previously, the role of R2L as a significant national player emerged with its work on partnering with larger CSO networks and campaigns to educated district level CSOs on challenges of the VSSO Act. Under this sub theme, therefore, R2L intends to continue the work related to improving civil society resilience in Sri Lanka.

- **Intervention 06:** *Strengthening CSOs and CBOs at district levels through provision of direct education, and physical and digital security to activists and human rights defenders*

- **Intervention 07:** *Conducting capacity building programmes for CSOs to face challenges arising out of the prospective VSSO Act*

1.3 Sub Theme: Democratic Reforms

Reforms related to civil and political rights in Sri Lanka is a prime concern of R2L for many years. For this purpose, R2L frequently partners with independent commissions namely the Human Rights Commission, the National Police Commission, and the Commission to Investigate Allegations of Bribery or Corruption, and relevant government ministries and institutions. R2L often attempts to feed into these commissions/ institutions/ mechanisms the good practices and lessons learnt arising out of local communities targeting at changing/reforming existing democratic policies in Sri Lanka. The following are interventions of this sub theme.

- **Intervention 08:** *Conducting advocacy programmes on democratic reforms targeting the policy makers*
- **Intervention 09:** *Conducting advocacy programmes on democratic reforms by building capacity of CSOs and CSO leaders.*
- **Intervention 10:** *Conducting research and putting out publications based on emblematic, landmark cases that would lead to policy changes and reforms.*

1.4 Sub Theme: State's Obligations

Through a variety of mechanisms, R2L liaises with national and international instruments to ensure state's obligations on human rights and democratic rights discourses. R2L participates in national fora to monitor the progress achieved by the government and other stakeholder parties in complying with national and international human rights mechanisms¹⁰. Under international instruments, R2L provides leadership in documenting state's obligations in relation to ICCPR and UNCAT.

- **Intervention 11:** *Development of national level forum targeted at torture prevention in partnership with higher government officials, commissioners of independent commissions, national level CSO leaders, religious leaders, and key policy makers to monitor the national action plan on human rights Sri Lanka.*
- **Intervention 12:** *Coordinating with a host of national and local CSOs to update periodic reviews related to UN and other international instruments.*

THEMATIC AREA 2 - SOCIAL, CULTURAL, AND ECONOMIC EMPOWERMENT	OBJECTIVE – To ensure that the most vulnerable individuals and groups in local communities have access to effective social and economic safety nets to help them survive during times of economic crisis in Sri Lanka.
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¹⁰ While there are so many international human rights mechanisms Sri Lanka is obligatory to comply with, the national action plan for the protection and promotion of human rights is the national master plan the government institutions are held accountable for.

The new annexure to current strategic phase is the social, cultural and economic empowerment and it intends to sit within the same organizational mechanisms of district based HRFACs, networks, and HRDs. However, the target groups of this thematic area are the most vulnerable individuals and groups in local communities who experience the brunt of the current socio-economic crisis as evidenced from reduced household incomes, disturbed food intake, downward nutritional count, and subsequent health, nutritional, and medical concerns.

2.1 Sub Theme: Economic and social safety nets

This sub theme includes promoting the community kitchen concept among the HRDs in HRFACs to mobilize community stakeholders to start community kitchens targeting the most vulnerable persons/ groups in local communities. R2L will also strive to see possibilities to partner with private sector companies, government institutions, and community groups especially the youth to start community farms in number of locations across Sri Lanka. Also, working with relevant stakeholders (inclusive of government, private and civil institutions and actors) to facilitate the most vulnerable persons/ groups in local communities to receive safety net protection, is another intervention under this sub theme.

- **Intervention 01:** *Organizing community groups to ensure that the poorest and most vulnerable segments in communities remain safe during this economic crisis.*
- **Intervention 02:** *Ensuring food security through establishing community farms in selected communities*
- **Intervention 03:** *Working with government actors and other stakeholders to get the most vulnerable persons/ groups in local community to be provided with government safety nets*

2.2 Sub Theme: Resilient local communities

R2L intends to work with local business groups and youth to address specific issues and challenges pertaining to running businesses. For example, R2L will identify prevailing challenges of local business groups and will conduct advocacy campaigns with them to get their issues resolved.

- **Intervention 04:** *Working with local business groups (small to medium scale) to address their challenges to sustain their businesses in the current context.*
- **Intervention 05:** *Building skills of local youth to start Micro, Small, and Medium Enterprises (MSMEs) to help revive local economies*

2.3 Sub Theme: Economic Reforms

R2L will attempt to influence national and international levels to ensure that business communities are able to continue their economic activities during the economic crisis. At the micro level, R2L intends work with local business groups and youth to identify their issues, root causes, and take them to national or meso level for in-country solutions through existing economic mechanisms. Also, at the macro level, R2L intends to engage with international players such as the European Commission Colombo on the Generalized System of Preferences (GSP+) and its associated human and democratic rights instruments.

- **Intervention 06:** *Strategic engagement with selected number of national stakeholders to participate in and contribute to development of economic policies that reflect realities of local business communities.*
- **Intervention 07:** *Engagement with international mechanisms on economic rights of Sri Lankans*

CROSS CUTTING THEMES

Cross Cutting Theme 1 – Gender

Gender has always been a major concern for R2L, and during the current strategic phase, gender will be a cross cutting theme. R2L approaches gender more from a human rights perspective than a women's rights perspective. However, R2L has its own reading on gendered perspective in supporting and empowering victims, local communities, activists etc. which perceives the rights of women as an inalienable right for equal treatment by government institutions, local community organizations, groups, and society. R2L sees that women experience discrimination in enjoying their rights in political, civil, social, cultural, and economic spheres. For example, R2L questions whether the economic rights of sex workers, nutritional rights of mothers in families with malnourished children, social rights of LGBTIQ persons are assured in Sri Lanka. R2L notes that women at local level most frequently experience discrimination in relation to land and labour rights. Hence, the work of HRFACs in 16 districts intends to strongly address/intervene in these rights violations of women.

Further, R2L recommends building capacity of local women to empower them to come out of their victimhood mentality and become activists. For this, R2L encourages women HRDs, lawyers, journalists, and civil leaders to form a strong woman force and women voice to build local communities to become more gender sensitive in areas of economic sphere of life.

Cross Cutting Theme 2 – Youth

One of the main challenges R2L experienced up until 2016 was lack of youth participation in its work. Even though youth represent an overwhelmingly large portion of R2L's main project beneficiaries, i.e. tortured persons in Sri Lanka, participation of youth in general had been very low before 2016. The strategy of HRFACs at district level first mobilized youth HRDs and then the youth in general at district levels.

The youth protests in Sri Lanka since March 2022 have mobilized youth groups to increasingly link with mass movements, intellectuals, and CSOs. Partners of R2L such as youth HRDs, journalists, and lawyers, are playing an active role with youth engaged in protests in Colombo and district levels. Hence, during the strategic phase of 2022-25, R2L is hopeful to increase the involvement from the youth in its activities.

In addition, R2L partners with Caritas Sri Lanka to train a group of youth and empower them to become youth HRDs to take up the responsibilities of running 13 youth led HRFACs across Sri Lanka.

To attract youth, R2L has planned a host of activities using new media, social media, and cultural activities.

Cross Cutting Theme 3 – Marginalized and vulnerable groups

R2L has been focusing on the rights of the marginalized and vulnerable groups more from a human rights angle than material deprivation perspective. Hence, victims of torture or human rights violations became the target beneficiaries of the R2L's activism since its inception. In the Sri Lankan context, the poor and vulnerable people and communities tend to experience gross violations of human rights that generally go unnoticed by the mainstream media and consequently the general public. Going forward, R2L has been standing for human rights of the marginalized and vulnerable persons and communities since its inception.

In the current strategic phase, R2L intends to broaden its parameters of the concept of “marginalization and vulnerability” to include not only the victims of human rights violations but also the victims of social and economic rights. This is critical for the poorest of the poor, and marginalized/vulnerable local communities, and local businesses to stay afloat during this economic crisis in Sri Lanka. In particular, R2L intends to intervene in human rights violations of these vulnerable people they encounter when they seek support from government mechanisms.

CROSS CUTTING FUNCTIONS

1. Capacity Building

As an advocacy organization in Sri Lanka, capacity building has always been a cross cutting function of R2L. The rights-based approach practiced by R2L contains a strong element of building capacities of victims (i.e. rights holders) and service providers (i.e. duty bearers) alike. In the current strategic phase, R2L intends to build capacity of victims to help them become activists, which has a lasting impact to their lives and lives of thousands of others in society. Therefore, the capacity building function of R2L not only equips victims to fight for their own rights/ entitlements but also those of others.

2. Networking and mobilization

R2L has so far promoted 5 national level active networks of civil society organizations, professionals, and activists working in the areas of human rights and democratic rights in Sri Lanka. Through these networks, R2L promotes variety of discourses ranging from good governance, new political systems, to economic and social rights of marginalized and vulnerable persons from local to national levels.

3. Media and communication

R2L has a separate media unit that runs several web platforms and social media channels. The online and web presence has helped R2L to spread narratives that are human rights friendly and pluralistic. The main objective of R2L's media platforms is to ensure that the mal-information and dis-information that promote anti-democratic narratives against CSOs, opposition views, and minority views, are countered.

During the current strategic phase, R2L intends to promote creative platforms for rights education of people through culture and art.

4. Evidence based research

Over the years, R2L has conducted research and publication activities on areas of human rights and rule of law. These researches were conducted as part of projects/ programmes funded by the donor agencies. R2L included research components in these projects/ programmes so that advocacy or activism is more grounded on evidence coming from grassroots realities. Several nationally and international recognized researchers have partnered with R2L in these research activities, and many of the research work have been published as “R2L publications”.

R2L has an intension to promote research as a stand-alone function in the future, but during the current strategic phase, it intends to engage in research activities as part of projects/ programmes it implements.

5. Discourse Building

Discourse building goes hand in hand with networking strategy of R2L. Over the years, R2L has made substantial efforts to build physical and online platforms to promote discourses in society in areas of democracy, human rights, rule of law, etc. that have helped to unite civil activists, professionals, and HRDs.

6. Advocacy

R2L attempts to create changes in behaviour, processes, systems and structures. Consequently, it becomes essential to identify the target groups, mainly the decision makers at all levels and develop strategies on how R2L could advocate with them to support the envisaged change. Advocacy will thus be an essential element in all projects which will ensure expected outcomes are reached. Therefore, advocacy as a cross cutting function will continue to be an important area of function for R2L.

5. ORGANIZATIONAL MANAGEMENT AND INSTITUTIONAL DEVELOPMENT

R2L spent a considerable amount of time and effort in strategizing a programme of work that would enable the organization to achieve its mission successfully. In order for this programme of work to be effectively and efficiently rolled out over the next three years, R2L must also ensure that a healthy and robust support structure is in place. As part of the strategy development process, sessions were facilitated to help R2L to identify the organizational strengths and weaknesses and to identify specific strategies that would be needed to improve the organizational management systems and processes.

Consequently, a set of strategies were prioritized under the following organizational management and institutional development areas.

5.1 Organization Structure

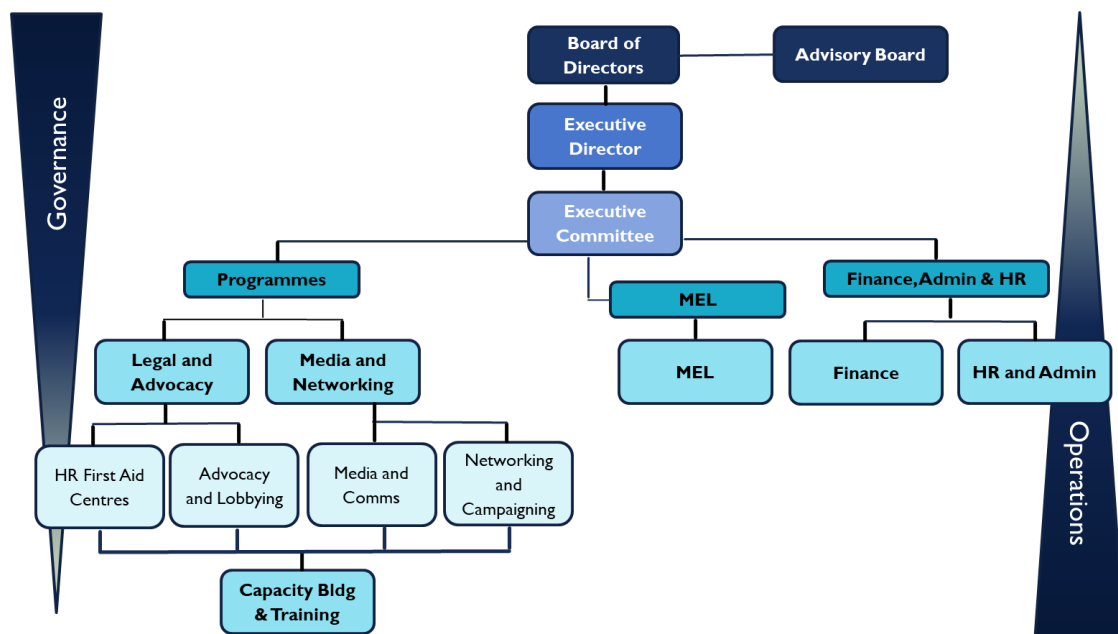
The key to ensuring a robust flow of information within an organization is ensuring a good organizational structure which is designed with clear lines of communication and reporting responsibility. Having reviewed R2L's organizational structure, it was identified that the structure lacked clear lines of communication and reporting responsibilities and did not provide adequately for clarity for staff roles and responsibilities. In light of this, R2L redesigned their existing organization structure to address the above weakness and to accommodate the new strategies and developments which emerged out of this strategic planning exercise.

The operationalizing of the organization structure was visualised in two ways. A matrix structure was developed to better reflect the diversity of responsibilities and functions implemented by the limited staff cadre. The grid below was developed with the following features:

- Interventions were developed under the 4 focus areas and grouped across 5 Key Functions. Staff teams will be now categorized under each of the functional areas.
- Staff focal points will be also be appointed for each of the 4 Focus Areas and the 3 Cross Cutting Themes to ensure effectiveness.
- The Monitoring Evaluation and Learning Function was designed as a stand-alone function which would complement the programme function.
- The above programme structure will also be supported by an administrative structure which would consist of the functions of Finance, Human Resources and Administration

	Matrix Structure	Area 1 : HR, RULE OF LAW AND TORTURE PREV.	Area 2 : ECONOMIC EMPOWERMENT	Area 3: POLITICAL EMPOWERMENT	Area 4: SOCIAL AND CULTURAL EMPOWERMENT	Cross Cutting Themes
Programme focal Responsibilities	Advocacy and Lobbying	Team/ Advocacy and Lobbying - focal Point				Youth
	Legal Aid and Counselling (HR First Aid Centers)				Team/ Legal & HR First Aid Centres - focal Point	
	Networking and Campaigning		Team / Gender - focal Point			Gender
	Media and Communicati on			Team/ Media and Comms- focal Point		Marginalized and Vulnerable groups
	Capacity Building and Training					
	Monitoring , Evaluation and Learning	MEL focal point + MEL Team				
	Institutional Development - Fundraising, Human Resources & Administration, Finance					
	Finance Team			Administration and Human Resources		

A traditional Organization Structure was also developed to give clarity to the communication and reporting lines.



5.2 Governance and Leadership

R2L identified the need to enhance and strengthen the oversight function played by the Board of Directors. The current board of directors are well recognized and key members within the Civil Society sector who themselves are involved in several other areas of work and hence sometime are unable to commit time to support the organization as needed. In view of this, R2L identified the need to expand the board membership. In doing this, R2L will look at nominating members with certain specific skill sets and also to ensure that members identified can at least serve a term of 2 years. In addition to this R2L also identified that they would work to appoint /create advisory panels to provide specific oversight in specialized areas namely finance, fund raising, and field operations.

R2L also recognized the need for greater discussion, participation and information flow between staff and the Board of Directors and hope to encourage members of The Board to be involved with the organization's year end evaluation and mid-year progress meetings and also to have at least one member from the Board to represent or be involved with R2L's main networks.

5.3 Human Resources

R2L identified that cultivating dedicated staff who were committed to the organization and the issues they represented was vital to ensure the success of its programme of work. The strengths and weakness analysis helped R2L recognize the need to strengthen their Human Resource function. In the past R2L has resisted expanding their core staff team given the financial burden caused by such expansions and has as a result struggled to provide staff with a good work life balance. As such, conducting a staff assessment to review the distribution of work among present staff was identified as a key. This step will help R2L to ensure that the present staff are not unnecessarily overworked and there is a sufficient spread of roles and responsibilities among staff members and also identify any gaps in staffing which would then need to be addressed. In addressing the staffing gaps, R2L also identified that they will look at diverse strategies of obtaining the required skills such as recruiting persons for short term consultancies, offering part-time staff contracts and also identifying and linking with various local and foreign universities, academic institutions etc and offering internship programmes within R2L.

In addition to the above, R2L will also look to review the HR Policy Manual, identifying gaps and amending the manual to address any weaknesses, work towards implementing a systematic review/appraisal system for staff and put in place a staff training and skills enhancement programmes to enhance the skills and abilities of existing staff.

5.4 External Communication and Media

Enhancing the Communication and Media functions within R2L to promote the work of R2L and highlight their advocacy activities was identified as a key need in the coming 3-year cycle. R2L will look to develop an overall Communication and Media Plan for R2L, in line with the Strategic Plan, which would help structure and focus the work in this area. Some specific areas of improvement in relation to communication were identified by R2L which include improving the R2L websites and enabling google translate on the websites as a first step towards making them

tri lingual and using new digital marketing tool such a mobile apps, you tube channels etc for effective communication, maintaining networks, and building sustainability of R2L's work at community levels.

R2L also identified one of their greatest weaknesses in communication to be the lack of material being available in the Tamil Language and plans to ensure that focus is placed on communicating in the Tamil language especially on social media. Enhancing their networks and HRFACs, in the North & East through linking with Caritas Sri Lanka was also recognized as a way R2L can expand their advocacy activities to reach a larger and untapped audience including the Tamil population.

5.5 Infrastructure Development

Creating a conducive work environment for staff with conveniently placed office premises and adequate equipment and other resources was also discussed as part of the strategy to develop and enhance R2L as an organization. Keeping in mind the constraints in the financial resources, R2L will look to shift their premises to a more central and convenient location and will study the existing physical resources and develop a plan to use the resources more effectively.

5.6 Fundraising and Resource Mobilization

Having identified the need to embed the Fundraising function within R2L, a Fundraising Committee was formed in early 2022 with representative from both the staff and the Board. This committee has been tasked with strategizing on raising funds for R2L and providing oversight to the funding status of the organization. This committee has commenced work to raise the organization profile of R2L and better position the organization to raise funds both locally and internationally. As an initial step, R2L has already developed an information docket spanning the work of the organization over the last few years and a video clip is also in the process of being developed to further showcase the work of R2L. Using these as materials R2L plans to hold one on one meetings with potential funders/ resource persons and local embassies. In addition to this the committee will also continue to carry out a focused review of funding opportunities being offered by different calls of donor agencies; by subscribing to websites that advertise funding opportunities; newspaper announcements; subscribing to funding agency newsletters etc. The committee will ensure a good funding mix by seeking opportunities to secure core funding, while raising short to mid-term project funding and will also network for opportunities to be part of consortium funding.

In addition to the above, in order to provide the necessary financial information needed to support the fundraising efforts, R2L will also look to introduce a pipeline management system. This system will help monitor the Funding Gap through recording and tracking proposals from concept stage to acceptance stage.

Developing an overall Strategic Plan budget for a three-year period and breaking this budget down to a more detailed Annual Organizational Budget linked to the Annual Work Plan will form a key piece of financial information for R2L. The information derived from these documents will further support the planning and decision-making process of the fundraising committee.

6. MONITORING AND EVALUATION

To support the implementation of the strategy over the period 2022 -25, R2L has developed a monitoring frame that is expected to be practical as well as effective.

An M&E framework is required for various reasons. First and foremost, it can be a means of checking if the organization is on track with its implementation, if the strategy is delivering the desired results and if any changes to the strategy or implementation processes are needed. Secondly, it is useful to meet the reporting requirements of donor agencies and other stakeholders. Finally, a good M&E framework should help the organisation see its work more holistically, from activities to outputs to outcomes and achievement of goals.

While inputs, activities and outputs are easily tracked and are often the focus of monitoring, in the case of R2L it was felt that there should be an equal emphasis on outcomes. Identifying desired outcomes can prove challenging especially in new thematic focus areas where the organisation has not engaged in any activities. Therefore, the development of an M&E framework for R2L began with an exercise to identify outcomes using Outcome Mapping (OM) methodology.

OM is a participatory method for planning, monitoring and evaluation. It is oriented towards social & organizational learning, adaptive management. OM focuses on one specific type of result, namely outcomes as behavioural change or “changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly.” These outcomes should be logically linked to program activities, but not necessarily directly caused by them. OM looks for outcomes in terms of behaviors because social change is done by, and for people and is about people relating to each other. For each change in state (e.g. new policy, production increase, income increase etc) there are always correlating changes in behaviour of certain people. Further, assessing changes in state does not necessarily provide the kind of information that programs need to improve their performance and relevance.

Applying the OM methodology to R2L identified the following Boundary Partners¹¹ and Outcome Challenges¹² in relation to Thematic Area 1¹³:

- **HRFACs** actively work towards building up others to become activists and engage with policy makers at local, divisional and provincial levels
- **Victims** become Activists / HR Defenders, effectively encouraging other victims to acquire knowledge, motivation and capabilities, and participate in policy reforms by giving unique perspectives that professionals are unable to present

¹¹ **Boundary Partners** are individuals, groups, or organisations with whom the programme can interact directly and with whom it anticipates opportunities for influence because they contribute to the achievements of the long-term goals of the program (vision)

¹² **Outcome Challenges** are the desired change in the behaviour, relationships, activities, actions of people, groups, and organisations with whom the programme works directly (=boundary partners). Outcome Challenge is the ideal behavioural change of each boundary partner for it to contribute to the vision.

¹³ The identification of Boundary Partners for Thematic Area 2 will be done once the interventions under this thematic are designed and agree upon.

- **HR Lawyers** active at the national level, linking up with HRFAC at the local level, actively work towards policy formulation and participate in local and provincial level workshops and programs providing legal assistance
- **Journalists for Rights** actively report on HR violations at the national and local levels, promote good governance through their reporting, conform to media ethics, stand up for the protection of rights, including the rights of journalists, and develop programs to ensure that the public has access to truthful reporting
- **HRC** approaches R2L as a competent/ credible partner to share cases between the 2 organizations
- **SLCAT** member organizations and activists intervene at local, regional and national levels
- **Interns** from universities/ law college actively participate in torture prevention activities and become human rights friendly/ torture resistant professional/ legal group in Sri Lanka.
- **Policy makers** at local and provincial levels take anti torture campaign seriously, providing policy and social protection towards the victims taking harsh actions against the perpetrators.
- **Civil and other activists** expand the civil society centric discourse of anti-torture campaign to wider audience from grassroots to national levels.
- **Youth and youth led groups and organizations** contribute to activities and programmes of R2L and anti-torture campaign in Sri Lanka

At present the monitoring function at R2L is carried out at the project level, and there is as yet no M&E officer or focal point for the organisation. Given this lacuna, it was decided that the OM methodology will be combined with a Log Frame approach to provide a more practical M&E frame for R2L.

Accordingly, the hybrid log frame shown in Annex 3 was developed. It tracks activities and outputs, as well as the outcomes identified through OM methodology. The responsibility for collecting M&E data under this frame is spread across various sections and staff members, so as to bridge the gap of having no staff resources dedicated to M&E. This has the added advantage of building the outcome orientation and M&E capacity of all programmatic staff as well as provide better quality monitoring data as they will be collected by staff persons familiar with R2L's activities on the ground. The hybrid log frame shown in Annex 3 will be further developed and improved upon by R2L during the strategy period.

The learning orientation of R2L will be promoted through the application of the M&E frame as project staff are required to collect and report on M&E indicators on a bi-annual and annual basis, which should be structured as a reflection meeting to consider the learning from the M&E information and the implications for implementation of R2L activities.

7. RISK ASSESSMENT

A number of risks identified during the SWOT analysis and other external stakeholder consultations that inform this risk assessment. The risks identified here below are considered to be valid for at least next 1 year of R2L's activities.

1. The current political, social and economic crisis may take a violent path and end in a political dictatorship, thus further limiting NGOs and CSOs.

(Possibility to occur during next 12 months = very high possibility)

By end of June 2022, Sri Lanka declared its default status. The economic crisis has gradually been making steady impact on almost all spheres in society from grassroots to national levels. It is feared that the social unrest and non-violent resistance may turn violent as it proved on 9th May 2022 in Sri Lanka. Following the declaration of the President of Sri Lanka to step down from his office immediately, following massive public protests against him on 9th July in Capital Colombo, a new government headed by a new president and a premier is expected.

Against this backdrop of highly volatile socio-political context in Sri Lanka, with a number of draconian laws already in effect, the government apparatus will curb violence using force which may lead to at least short-term conflicts – as has been the case in Sri Lanka for last 7 decades. In such contexts, civil activists, including progressive journalists, lawyers, and HRDs may be arbitrarily arrested. The political dictatorship backed by hardline and extreme religious groups and State military will try to suppress civil voices in this type of a scenario.

The government may – in this context – further limit spaces of CSOs as has been the case on some occasions since 2015.

As a mitigation measure, R2L is actively contributing to promote a larger political and civil coalition to strengthen democratic principles during this crisis period.

2. High inflation will impact project activities negatively

(Possibility to occur during next 12 months = very high possibility)

By the end of June 2022, inflation in Sri Lanka recorded an all-time high at 54.6%¹⁴. While the food inflation reached 80.1% year on year in June 2022, the poorest of the poor are expected to be hard hit by high inflation, food shortages, and reduced or no incomes. World Food Programme (WFP) estimates that as many as 22% of the Sri Lankan population are food insecure and in need of assistance¹⁵.

Soaring inflation not only affects households but also business and other commercial activities including the civil society operations. With high inflation, R2L will find it difficult to maintain its operational costs at a manageable level thus crippling project activity.

¹⁴ Reuters (2022) Galloping inflation forces Sri Lankan households to cut back on meals

(<https://www.reuters.com/markets/rates-bonds/galloping-inflation-forces-sri-lankan-households-cut-back-meals->)

¹⁵ United Nations (2022) UN News (<https://news.un.org/en/story/2022/06/1120562>)

As a mitigation measure, R2L intends to negotiate with donors of existing projects/ programmes to increase contingency portions in each project/ programme.

3. Victims' attention may shift from rights and entitlements to survival, thus discouraging their participation in rights activism.

(Possibility to occur during next 12 months = very high possibility)

Together with the economic crisis, victims may tend to tolerate their rights violations due to an overwhelming concern about survival. If there is little or no food available at household level, people may prefer to line up in queues for food rations rather than participate in human rights activism. Also, CSOs like R2L will have a moral difficulty in inviting participants to rights related activities when they struggle to meet their basic needs.

As a mitigation measure, R2L plans to address social and economic needs of limited number of people in selected communities by providing them with required support to access the government's safety nets available for the poorest of the poor, and building capacity of youth to start viable businesses.

4. Donor agencies may divert their attention to supporting basic needs of Sri Lankans and this may further shrink funding opportunities for rights and advocacy organizations

(Possibility to occur during next 12 months = moderate)

It has been proven in the recent past that the international community and international donors have largely concentrated on supporting Sri Lankans in terms of addressing their basic survival needs such as food intake, nutrition, and livelihoods. While this is a logical thing to do, this may negatively impact on human rights activism of CSOs funded by the international donor agencies.

As a mitigation measure, R2L plans to address economic and basic survival needs of some selected number of people. Through this strategic phase, R2L will follow a new strategic direction to include social, cultural and economic rights of people into its human rights parameters.

5. The possible continuation of the Covid-19 pandemic and the occurrence of further waves of Covid-19 or other pandemics resulting in the inability to engage in outreach activities.

(Possibility to occur during next 12 months = moderate)

This will be a challenge for R2L as it has to achieve multiple programmatic outcomes through its outreach activities across 16 districts in Sri Lanka. Even though Sri Lanka has achieved a certain degree of normalcy during the Covid – 19 pandemics, the World Health Organization (WHO) has warned of possible future health outbreak, for example monkeypox, which may impact Sri Lanka and the world.

Risk minimizing measures of R2L include strict adherence to health and safety protocols and working through virtual platforms until the pandemic abates.

8. PARTNERSHIPS AND COLLABORATIONS

Stakeholder analysis

Influence and power of stakeholders	A – High power, Low Interest (Meet their needs) (Keep them satisfied) <ol style="list-style-type: none"> 1. Multinational organizations 2. Government Ministries 3. Religious groups 	B – High power, High Interest (Key Players) (Engage closely) <ol style="list-style-type: none"> 4. Human Rights Commission Sri Lanka 5. Government officers at community levels 6. Civil society organizations (Collaborative) 7. Networking partners and civil and professional groups 8. Independent Commissions of Sri Lanka (i.e. the National Police Commission, and the Commission to Investigate Allegations of Bribery or Corruption)
	C – Low Power, Low Interest (Least Important) (Minimum Effort) <ol style="list-style-type: none"> 9. Civil society organizations activists (competitive) 	D – Low Power, High Interest (Show Consideration) (Keep Informed) <ol style="list-style-type: none"> 10 Victims 11 Youth 12. Women 13. HRDs 14. Implementing partners such as lawyers and journalists both at national and community levels 15. Business groups at community levels
	Interest of stakeholders	

As stated previously, R2L has employed a strategy of partnering with other organizations and forming networks to make a larger and comprehensive impact on thematic sectors they engage with. For example, R2L has sustained a network of HRFACs in 16 districts in Sri Lanka that includes over 1000 HRDs, lawyers, journalists, and civil activists. R2L strongly believes that collective activism is required to address complex issues of torture, human rights, and economic rights. SLCAT is a network of 28 leading human rights CSOs in Sri Lanka that intends to expand to the north and east of Sri Lanka in next 3 years.

R2L has maintained strategic linkages with a host of the independent commissions in Sri Lanka namely the Human Rights Commission, the National Police Commission, and the Commission to Investigate Allegations of Bribery or Corruption, and relevant government ministries and institutions. It was evident during the external consultations and staff meetings that R2L has been able to maintain working relationships with these commissions and government institutions with relative success. For example, R2L has an understanding with the Human Rights Commission in Sri Lanka to share cases of mutual importance for interventions.

Most importantly, R2L has shown its interest over the years to form networks with CSOs. R2L's active role in building capacity of district based CSOs to face challenges of the impending VSSO Act, is a prime example for this.

As per the stakeholder analysis, R2L intends to sustain and empower actors and players in the section "D" while engaging closely with "B".

9. CONCLUSIONS

Having operated in Sri Lanka for the last 20 years, R2L is well positioned and capacitated to navigate the troubling times ahead successfully. Even though it requires certain institutional development support as highlighted in this report, R2L has already exhibited its capacity and maturity to take on bigger challenges in the past coming from authoritarian governments and ultra nationalist groups. With an experienced and committed team and reasonable office infrastructure, R2L has managed to operate as a national NGO with considerable leadership in the CSO sector especially in the human rights sphere. Further, the fact that R2L has already set up voluntary groups at local community levels inclusive of HRDs, journalists, lawyers, CSO leaders, youth, and women, gives it much needed community engagement in its next 3 years of work.

As a result of series of external consultations and explorations it undertook, R2L could identify two specific strategic directions as well as the much required internal and external methodologies to follow in order to achieve the respective goals these directions promise.

As R2L is entering a period of great deal of uncertainty in the contemporary socio political and economic landscape of Sri Lanka, R2L will have to closely monitor the implementation of annual operational planning of this strategic plan. However, it is highly recommended that R2L remains reasonably flexible as it remained so for many years, in order to absorb unexpected challenges and opportunities during the period of 2022-2025.

10. ANNEXURE**Annex 1: Work Plan**

#	Due Date	SIPL Activity	Key objective/s	Deliverable
SEGMENT 1: Preliminary phase				
1	1 st April	Meeting to discuss and finalise Draft Work Plan based on Assignment Profile and Agree Agenda for the 7 th Meeting Venue: SIPL Office	To agree on methodology and work plan ahead of meeting with R2L, Finalising roles & responsibilities of SIPL Team	Draft Work Plan to be shared with R2L prior to meeting on the 7 th April
2	2 nd – 6 th April	To finalize draft Work Plan, agree on methodology with dates for deliverables, and identify participants for SP workshop and interviewees	Agreement of SP methodology, Draft work plan, workshop participants, dates and deliverables	Final Work Plan with dates
3	1 st April – 10 th May	Desk Review Conducting a desk-based review of internal and external documentation pertaining to the organization and its programme (milestones achieved, project reports, including outcome of brainstorming session)	To understand the background, culture, expertise, impact achieved thus far and present status of R2L	R2L documents SIPL to complete review of all documentation received from R2L SIPL to request further information
SEGMENT 1: Inception Workshop & Consultative Meetings				
1	7 th April	One (01) half-day physical consultation with R2L 1. Timeline of milestones, a discussion of what worked & why, and what didn't work and why.	To map out the conceptual/ideological underpinnings of R2L work and their change hypotheses	

		<p>2. Develop a short presentation of the key outcomes of the strategy discussion held on the 23/10/2021 by R2L and its key stakeholders</p> <p>3. A political theorization of R2L work for consideration</p> <p>4. SIPL to work with the R2L team and review the key milestones and strategies adopted over the 19 years in its operating context, and to map out the conceptual/ideological underpinnings of their work and their change hypothesis</p> <p>5. Finalise interviewees and</p> <p>Venue: R2L Office</p>	<p>Develop an outline for the next strategic phase</p>	<p>Timeline & Analysis of outcomes</p> <p>Draft outline of key themes for the next phase of work</p> <p>Conceptual / ideological framework and change hypothesis</p>
2	18 th April – 6 th May	<p>Consultative group and one on one meetings with relevant partners and key stakeholders to obtain an analysis of the key features of the context</p>	<p>To obtain inputs on a scenario-based context</p> <p>To understand the impact of R2L's work</p> <p>Obtain input on the strategic direction from the External Stakeholders</p>	<p>Guided questions to be distributed ahead of session</p> <p>X questionnaires for remote data collection - Board Members + Staff Members + Stakeholders [CSOs + Govt. Officials + Academia+ Donors]</p>

				x virtual workshop /meeting and workshop report for each event, with pictures- for externals Translation of Consultations
SEGMENT 2: Strategic Planning Workshop				
1	19 th 20 th May	<p>Developing related presentation materials for the workshop</p> <p>Conducting a 2-day strategy workshop with the R2L team</p> <p>Presenting the outputs of the meeting regarding R2L's conceptual framework and change hypotheses, the key outcomes of the strategy discussion (held in October 2021), and the context analysis derived from the consultations carried out in segment 1</p> <p>Developing strategy directions that R2L wants to pursue, given the scenario-based context analysis and feedback from the participants at the workshop</p> <p>the strategies currently adopted which have worked and will still be valid for a future context</p> <p>the strategies currently adopted which have not worked in the past and their relevance to the future context</p> <p>gaps that would require fresh approaches/interventions to address</p> <p>Carrying out a stakeholder analysis to identify strategic partnerships</p> <p>Carrying out a SWOT Analysis of the Organization</p>	<p>To obtain information and develop strategy around</p> <ul style="list-style-type: none"> -What factors influence R2L's work? <p>Organizational results framework for the period xxx</p> <ul style="list-style-type: none"> -Organizational mandate – the vision, mission and the thematic areas -Theory of Change -Organizational goals, outcomes and activities/responsibilities -Cross-cutting themes and programme strategies -Stakeholder Analysis -Risk Analysis 	<p>Presentation format and content</p> <p>Workshop Agenda</p> <ul style="list-style-type: none"> - 2 day workshop

2	26 th May	Conducting a 1 day session with key programme staff to develop an overall M&E framework for the organization based on an Outcome Mapping exercise, and developing M&E indicators to match the outcomes identified.	To develop an overall M&E framework based on an Outcome Mapping exercise	<p>Presentation format and content</p> <p>Workshop</p> <p>Material - Flipchart, flashcards</p> <p>Workshop Agenda</p> <p>One-day workshop with x participants to be held</p>
3	3 rd June 7 th June	<p>Conducting 2 half day sessions with a smaller group of selected staff and board members to identify:</p> <p>Institutional Strategies (revisit organizational structure and organizational development actions required for inclusion in the long-term and short-term plans of R2L)</p> <p>Developing an Annual Operational Plan taking into consideration the ongoing projects lined up for the year 2022/23. This exercise will help identify areas for resource mobilization.</p>	<p>~To develop Institutional Strategies</p> <p>~To Develop Annual Operational Plan for the year 2022/23</p>	<p>Workshop</p> <p>Material - Flipchart, flashcards</p> <p>Workshop Agenda</p> <p>2 half day workshops with xx participants to be held</p>

III. SEGMENT 3 – Finalization of the Strategic Plan (2022/23 – 2025/26) and Annual Operational Plan (for 2022/23) Duration to be agreed				
1	7 th – 16 th June	Writing up of the 1 st Draft of the Strategic Plan and related documents for review	To consolidate inputs and decisions from the R2L workshop and sessions	1 st Draft of Strategic Plans
2	17 th June	Submit a First Draft of the Strategic Plan, including the theory of change & stakeholder mapping for R2L and developing the Annual Operational Plan and the M&E framework.	Submission of first complete draft	First Draft - Strategic Plan, Annual Operational Plan and M&E Framework
4	25 th – 29 th June	Finalizing the Strategic Plan and accompanying documentation after incorporating any revisions and recommendations.	Fine-tune, amend and finalize Strategic Plan, Annual Operational Plan and M&E Framework based on input and feedback received from R2L	Feedback from 2 above to be incorporated in revising drafts
5	30 th June	Submission of the finalized Strategic Plan document to R2L, along with the final Annual Operational Plan, and the M&E framework	To finalize assignment	Final documents of the Strategic Plan, Annual Operational Plan and M&E framework

Annex 2: The list of interviewees

	Name	Districts
1	Ms Kusum Silva	Gampaha
2	Ms Kanchani Kodituwakku	Galle
3	Ms Nilmini Ratnasekare	Matara
4	Mr P D Kumara	Deniyaya
5	Mr L P Taranga	Hambantota
6	Mr Achala Piyumantha	Monaragala
7	Mr Sumith Abeykoon	Badulla
8	Mr S Selvaraj	Hatton
9	Mr Nimal Abeysinghe	Anamaduwa
10	Mr Chales Ravi	Ratnapura
11	Mr Nimal Dissanayake	Anuradapura
12	Mr Gnaravira Dissanayake	Kurunegala
13	Mr Suranga Roopasinghe	Trincomalee
	Experts	Positions
14	Dr Pakyasothi Saravanamuththu	Centre for Policy Alternative
15	Ms Kalani Subasinghe	Management Systems International/ IDEA Project
16	Mr Gawthaman Balachandran	Management Systems International/ IDEA Project
17	Mr Ajith Parakum	Media consultant
18	Ms Kumuduni Samuel	Women and Media Collective
19	Prof Chandraguptha Thenuwara	University Professor and Veteran Artist

Annex 3: Log frame

	Project Summary	Indicators	Means Verification *	Responsibility *
Goal	A pluralistic Sri Lankan society that protects and promotes the right of citizens to enjoy justice, equality, respect for life	# HR violations in Sri Lanka	UPR UNCAT CEDAW	
Specific Objectives	1. To empower national and local community structures to effectively address rights violations people encounter at the hand of the state machineries and other elements in society. 2. To ensure that the most vulnerable individuals and groups in local communities have access to effective social and economic safety nets to help them survive during economic crisis in Sri Lanka.	# of victims coming forward to lodge formal complaints % of families skipping meals / unable to obtain basic nutrition	HRC Annual Report	
Outcomes	HRFACs actively work towards building up others to become activists and engage with policy makers at local, divisional and provincial levels	# of complaints received by HRFAC Type and # of activities carried out by HRFAC # of discussions initiated by HRFAC with policy makers	Reports by UN organisations / World Bank Monthly report from HRFACs	
	Victims become Activists / HR Defenders, effectively encouraging other victims to acquire knowledge, motivation and capabilities, and participate in policy reforms by giving unique perspectives that professionals are unable to present	# of victims who join HRFAC activities	Monthly report from HRFAC	
	HR Lawyers active at the national level, linking up with HRFAC at the local level, actively work towards policy formulation and participate in local and provincial level workshops and programs providing legal assistance	# of lawyers who join newly with HRFAC cases	Monthly report from HRFAC	
	Journalists for Rights actively report on HR violations at the national and local levels, promote good governance through their reporting, conform to media ethics, stand up for the protection of rights, including the rights of journalists, and develop programs to ensure that the public has access to truthful reporting	# of journalists who join newly with HRFAC activities	Monthly report from HRFAC	
	HRC approaches R2L as a competent/ credible partner to share cases between the 2 organizations	# of cases referred to R2L by HRC # of resource persons requested by HRC	Legal Section	
	SLCAT member organizations and activists intervene at local, regional and national levels	# of interventions by SLCAT at various levels	SLCAT report	

	Interns from universities/ law college actively participate in torture prevention activities and become human rights friendly/ torture resistant professional/ legal group in Sri Lanka.	# of interns recruited by R2L	HR Section	
	Policy makers at local and provincial levels take anti torture campaign seriously, providing policy and social protection towards the victims taking harsh actions against the perpetrators.	% of incidents where investigations are initiated by govt agencies and their result	Legal Section (RTI?)	
	Civil society space (a civil base) is established, strengthened and expanded to actively work on human rights and anti-torture campaign in Sri Lanka	# of organisations who engage on anti torture campaigns	Data from torture month Organisations who are signatories to various statements	
	Civil and other activists expand the civil society centric discourse of anti-torture campaign to wider audience from grassroots to national levels.	Public awareness on anti torture	Survey?	
	Youth and youth led groups and organizations contribute to activities and programmes of R2L and anti-torture campaign in Sri Lanka	Youth awareness on anti torture	Survey?	
	Vulnerable groups are supported with basic needs	# of incidents of abuse in allocation of govt assistance	Projects	
	SME businesses are supported with govt policies	Economic reforms favorable to SMEs are introduced	?	
	Youth supported to begin micro and SMEs	Youth begin micro and SMEs Micro and SMEs survive	Projects	Project Coordinator Business Development
Outputs	Support provided to victims of torture	# of users of the HRFAC	Projects	
	Networks and collaborations on interventions of torture prevention.	# of networks established	Projects	
	Paralegal qualified Human Rights Defenders	# of HRD with paralegal qualifications	Projects	
	Social media campaigns publicizing land mark torture cases	# of social media campaigns	Projects	
	National level public education programmes using innovative means	# of public education programmes	Projects	
	Trained activists and human rights defenders at district level	# trained	Projects	
	Policy makers engaged on democratic reforms	# of policy makers engaged with	Projects	
	CSOs and CSO leaders trained on democratic reforms	# of CSO leaders trained	Projects	

	Publications on significant and landmark cases	# of publications	Projects	
	A national level forum on torture prevention	Establishment of forum	Projects	
	Updates on periodic reviews related to UN and other international instruments	# of updates	Projects	
	Food kitchens have the necessary resources to operate	# of food kitchen events and # of beneficiary families	Projects	
	Youth who are trained on how to start a micro and SME and who have the necessary material and equipment to do so	# of youth referred to training institutions	Projects	
Activities	<u>Thematic area 1 - Human rights, rule of law, torture prevention and protection</u>			
	1. Provision of support (i.e. legal and counselling) to victims of torture through 29 Human Rights First Aid Centres (HRFACs) stationed in 16 districts.	# of HRFACs established & functioning	Projects	
	2. Building networks and collaboration with youth, lawyers, journalists, government officers, religious leaders, CSO leaders, etc on interventions of torture prevention.	# of events to build networks and collaborations	Projects	
	3. Building capacity of human rights defenders to become paralegals to provide basic legal support to victims	# of capacity building events	Projects	
	4. Carrying out social media campaigns publicizing land mark torture cases	# of land mark cases identified for campaigns	Projects	
	5. Conducting national level public education programmes through innovative means (e.g. celebrities promoting key messages).	# of public education programmes designed	??	
	6. Strengthening CSOs and CBOs at district levels through provision of direct education, and physical and digital security to activists and human rights defenders	# of direct education programmes with activists and human rights defenders	Projects	
	7. Conducting capacity building programmes for CSOs to face challenges arising out of prospective VSSO Act	# of capacity building programmes	Projects	
	8. Conducting advocacy programmes on democratic reforms targeting the policy makers	# of advocacy programmes	Projects	
	9. Conducting advocacy programmes on democratic reforms by building capacity of CSOs and CSO leaders.	# of advocacy programmes	Projects	

	10. Conducting research and publication based on significant and landmark cases leading to policy changes and reforms.	# of research products	Projects	
	11. Development of national level forum targeted at torture prevention in partnership with higher government officials, commissioners of independent commissions, national level CSO leaders, religious leaders, and key policy makers to monitor national action plan on human rights Sri Lanka	# of key persons who agree to become part of a national forum # of discussions held	Projects	
	12. Coordinating with host of national and local CSOs to update periodic reviews related to UN and other international instruments.	# of discussions on periodic review	Projects	
	<u>Thematic area 2 - Social, cultural, and economic empowerment</u>			
	1. Organizing community groups to provide the most basic survival needs	# of events with community groups	Projects	
	2. Food security through community kitchens	# of community kitchens supported by HRFAC	Projects	
	3. Working with government actors and other stakeholders to get the most vulnerable persons/groups in local community to receive government safety nets	# of complaints received in HRC's about non-equitable distribution	Projects	
	4. Working with local business groups (small to medium scale) to address their challenges to sustain their businesses in the current context.	# of dialogue events with SMEs	Aluth Kathabaha Network	
	5. Building skills of local youth to start Micro, Small, and Medium Enterprises (MSMEs) to help revive local economies	# discussions with youth groups	Projects	
	6. Engagement with national stakeholders to make significant contribution to necessary economic reforms	# of meetings with national stakeholders on economic reforms	Project	
	7. Engagement with international mechanisms on economic rights of Sri Lankans	# of discussions with international mechanisms	Project	

**This M&E frame will be further developed and improved upon by R2L during the strategy period.*