TRANSPARENCY
INTERNATIONAL
SRI LANKA
a nation that upholds integrity

STRATEGIC PLAN
2021-25

ORGANIZATIONAL VISION AND MISSION

VISION

A nation that upholds Integrity.

MISSION

To support the collective effort to eradicate corruption in order to build a future Sri Lanka which is equitable, peaceful and just.

CONCEPTUAL DEVELOPMENT

TI's definition of **'The abuse of entrusted power for private gain'** remains the most used definition of corruption, to date. It is posited that corruption takes place where pressure, opportunity and rationalization intersect.

TRENDS IN CORRUPTION INTERVENTIONS

- Addressing the issue of victim-distance in corruption through greater focus
- Greater focus on behavioural norms in devising interventions
- Transparency as an antidote to corruption
- Corruption is increasingly international – so should be the solutions
- Technological advancements aid corrupt actors – solutions should be just as sophisticated.
- Focus is no longer only on the public sector – the private sector is a key actor prone to corruption.

GLOBAL CONTEXT ANALYSIS

1. Combatting flows of Dirty Money is becoming an ever-larger global issue.

2. Uncovering the beneficial ownership of companies, property and other assets is becoming a global priority.

3. E-Procurement / Open Contracting standards are becoming normalized globally, to ensure best value for money in government expenditure.

4. Global standards for state level anti-corruption compliance e.g. on asset declarations is largely data driven, looking for patterns of change.

5. Ensuring business integrity is becoming a key area for anti-corruption prevention.

6. There have been legislative innovations, with countries adopting Proceeds of Crime (POCA) legal frameworks.

7. Blockchain technology is being deployed to ensure the integrity of financial systems.

LOCAL CONTEXT ANALYSIS

OPPORTUNITIES

1. The unreached scope of the RTI mechanism.

2. The President's manifesto which includes his plans to make the public sector efficient and free of corruption.

3. Increasing digital literacy among the general public, coupled with the increasing impact of social media.

4. The untapped scope related to the private sector and the increasing interest of profit-oriented organizations on governance and social responsibility.

5. The enhanced interest of CSOs, NGOs and social activists on working together and to initiate collective action.

6. The available space and momentum to advocate on women and sextortion / sexual bribery.

7. The overlooked area of supporting the Police reform agenda, specifically on the aspect of combating Police bribery.

8. The massive impact of mainstream media.

9. The ability to expand the work with the public sector by developing the Integrity Icon Sri Lanka (IISL) concept.

10. Nurturing and utilizing the existing strong relationships with stakeholders.

$12.098.501.00

60%

50%

6M   1Y   3Y

65%

LOCAL CONTEXT ANALYSIS

CHALLENGES

1. Concentration of power in the executive and dismantling of accountability structures and mechanisms.

2. The shrinking civil society space leading to the limitation of interventions and funds.

3. Government and media induced negative public image of NGOs and civil society.

4. Increasing vulnerability to Cyber-attacks.

5. Public apathy on subjects such as corruption and abuse of power.

6. Severe economic pressure on the public leading to less priority being given to uphold principles such integrity and resistance to corruption.

7. The possible continuation of the pandemic and the occurrence of further waves etc. resulting in the inability to engage in outreach activities.

STRATEGIC ROLES OF TISL

Watchdog on political and public sector corruption.

Knowledge Leader in anti- corruption and open government.

Facilitator between the State and the public towards enhancing public sector accountability.

Mobilizer of the general public towards breaking the cycle of corruption.

Convener of a discourse and action plan on enhancing the accountability of the private and CSO sectors.

Advocator against corruption based on fact finding and legal research.

BROAD STRATEGIC DIRECTION FOR 2021-2025

- Take the anti-corruption agenda to the general public.

- Pursue collective action, building coalitions with broader networks.

- Strengthen TISL's reach and impact at ground level by empowering and increasing the field offices.

- Monitor, analyze and respond to critical current issues related to corruption in the country.

- Build a broad-based movement drawing knowledge and synergies from across country borders.

THEORY OF CHANGE

In pursuing the mission of TISL, four long term outcomes were identified as essential pre-conditions to eradicate corruption in Sri Lanka.

They are; the eradication of political corruption (by political representatives and governance structures), eradication of corruption in the public service sector (by state officials and state institutions), eradication of corruption by the private sector (by private companies) and the ability of citizens to understand and resist corruption.

Since these long term outcomes clearly indicated four segments in the country, TISL's program framework was developed based on these four sectoral pillars: Political sector, Pubic service sector, Private sector and the Community sector.

Thereafter each long term outcome was analyzed to identify the mid and short term outcomes that would need to be achieved in order to reach the long term outcomes. These mid / short term outcomes have been translated into thematic areas under each sectoral pillar.

PROGRAM FRAMEWORK

PILLAR 1: POLITICAL SECTOR

The political pillar seeks to address the corruption of the political representatives and governance systems through accountability mechanisms, behavioural change and fact finding, while advocating for better representation of marginalized and underrepresented groups within the political discourse. Grand corruption is given particular attention due to its corrosive and damaging impact on citizens.

Goal: To advocate for accountability systems that minimize the abuse of political power.

1.1. Enhance accountability and transparency mechanisms in the political structures and governance.

1.2. Advocate for the enforcement of accountability of public representatives.

1.3. Tackle grand corruption.

1.4. Enhance the quality of public representatives.

1.5. Enhance inclusivity in the governance space.

PILLAR 2: PUBLIC SERVICE SECTOR

Corruption in Sri Lanka is seen as being inextricably linked with the manner in which the public service sector operates. The pillar seeks to address inefficiencies within the public sector by facilitating better systems with accountability measures at all levels of public service, while using prompts to nudge public sector behaviour in a positive direction and advocating for accountability of public officials for the abuse of public resources.

Goal: To support towards a transparent and accountable public sector.

2.1 Improve efficiency and accessibility of public services to minimize opportunities for corruption.

2.2. Track accountability and enhance transparency mechanisms within public institutions.

2.3. Develop the capacity of public officials on open governance and anti-corruption / accountability mechanisms.

2.4. Promote the value of integrity among public officials and public institutions.

PILLAR 3: PRIVATE SECTOR

Private sector is a key player contributing in society and an enabler of various forms of corruption. This pillar targets the initiation and maintenance of the anti-corruption discourse with the private sector, formulating solutions that can then be incorporated into its practices in a context of systemic corruption.

Goal: To facilitate the enhancement of private sector accountability.

3.1. Initiate and maintain a discourse on accountability of the private sector.

3.2. Develop / facilitate mechanisms and networks within the private sector to focus on accountability.

3.3. Advocate for greater legal accountability of the private sector.

PILLAR 4: COMMUNITY SECTOR

Corruption is not recognized by the people in all its forms, while understanding does not necessarily translate into behavioural change and resistance. Third, where action is sought, citizens often do not have access to assistance. Encompassing TISL's awareness creation for citizens and provision of free legal assistance to victims and witnesses of corruption, this pillar seeks to empower citizens and civil society to identify, mobilize, reject and expose corruption.

Goal: To empower and mobilize citizens to understand and resist corruption.

4.1. Enhance the understanding of the public on the subject of corruption as well as the importance of integrity.

4.2. Enhance the citizen engagement and build coalitions on challenging all types of corruption.

4.3. Respond to issues of corruption within communities.

4.4. Work towards the strengthening of victim, witness and whistle blower protection mechanisms.

4.5. Empower women to resist and report against sexual bribery.

4.6 Develop and sustain a discourse among the CSOs on enhancing transparency and accountability within the Sector.

CROSS CUTTING THEMES

Gender sensitivity

Inclusion of vulnerable and underrepresented groups

Environmental responsibility

CROSS CUTTING FUNCTIONS

Advocacy
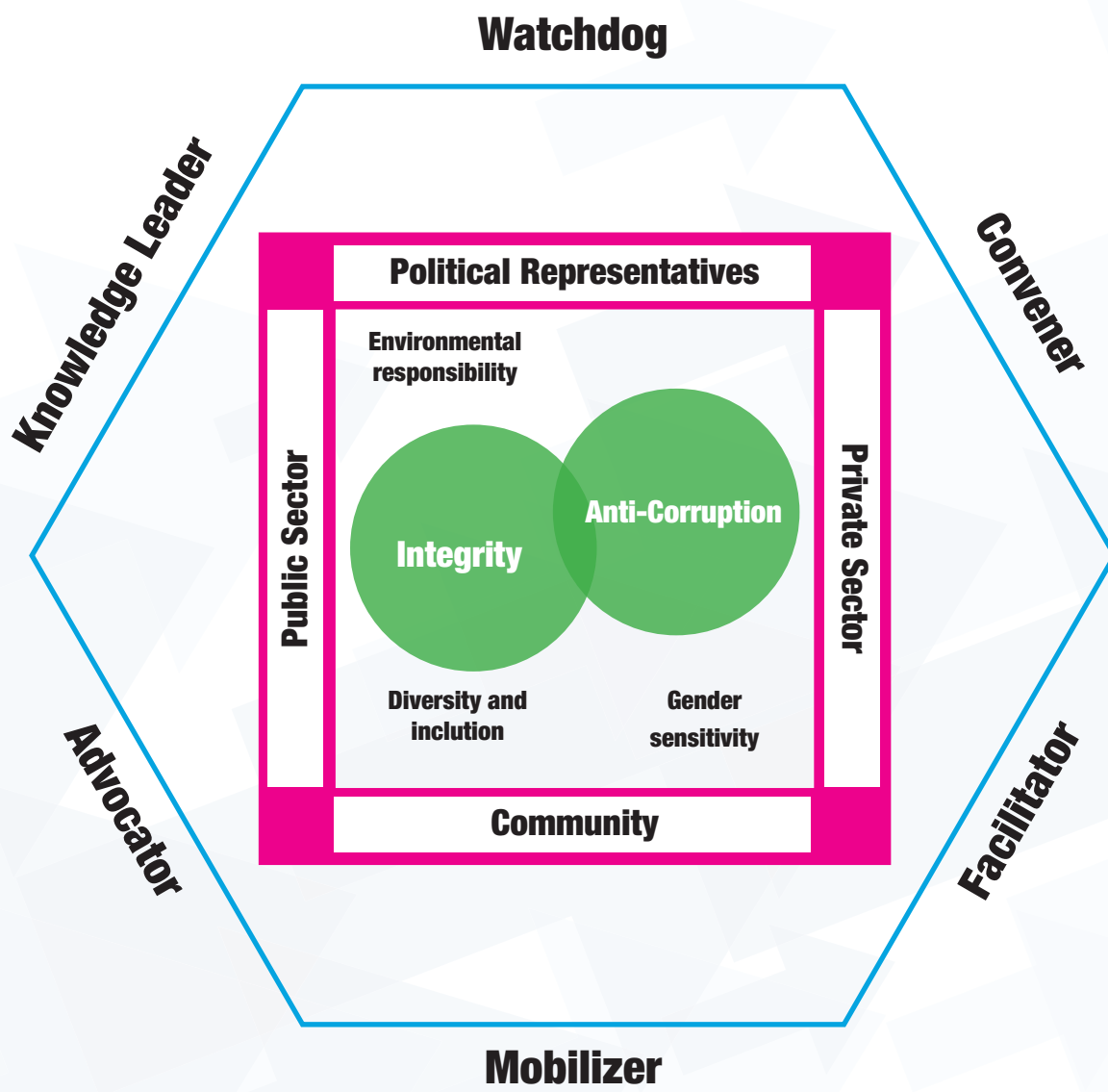to promote changes in behavior, processes, systems and structures

Strategic Communication
to build relationships, raise awareness and build capacity

Fact finding and research
to provide evidence-based expertise on the context and cases

Watchdog

Knowledge Leader

Convener

Political Representatives

Environmental responsibility

Integrity

Anti-Corruption

Public Sector

Private Sector

Diversity and inclution

Gender sensitivity

Community

Advocator

Facilitator

Mobilizer

MONITORING, EVALUATION AND LEARNING

To build in M&E into the program by introducing tools, building staff capacity and an impact focused organizational culture. To develop a learning culture within TISL by introducing practices such as learning circles and documentation of lessons learnt and best practices.

INSTITUTIONAL DEVELOPMENT GOALS

Organizational Structure

The re-design the organizational structure to enable and facilitate efficient program delivery, optimize the use of existing human resources, acquire necessary human resources, ensure clarity of responsibility and reporting, provide opportunities for specialization, growth and upward mobility of staff and to strengthen the support functions and the internal controls.

Governance

To facilitate greater information flow and discussion between staff and the Board of Directors, as well as to facilitate greater exchange of information, expertise and collaborations with the Members of TISL.

Human Resources

To establish mechanisms and practices towards strategic Human Resource Development, staff wellbeing & care and Human Resource Management and to develop a performing organizational culture. To design and implement a comprehensive training and development plan for all staff.

Administration

To review the Operations Manual and establish mechanisms and practices that ensure that facilities management, procurement and general administration uphold the highest standards of integrity and professionalism, while providing efficient and quality support for program delivery.

Finance

To review and strengthen the financial controls and systems to ensure transparency and accountability. To strengthen the financial oversight of projects in order to ensure project funding is utilized with maximum accountability. To strengthen the finance unit in order to ensure efficient and professional support towards program delivery.

Information Communication Technology

To adopt state of the art ICT as an enabler of effective programs and efficient operations. To develop and implement annual ICT plans and to build staff capacity on using ICT to enhance the quality of work.

Fundraising

To ensure that the organization has a strong funding portfolio and a funding pipeline that secures funding for at least 3 years at a given point, while securing core donors who would support the entire strategic plan. To strengthen relations with donors and to proactively reach out to new donors.

RISK MITIGATION STRATEGIES

- Strategic communication with stakeholders, avoiding a confrontational approach, strongly apolitical, independent and highly professional, firmly grounded on facts and principles, offering solutions and towards building bridges rather than burning them.

- Regular stakeholder analysis and advocacy strategies aimed at gaining the support of influential and important stakeholders and to at least neutralize the opponents.

- Move towards collective action when dealing with highly sensitive matters.

- Adapt to or create new methodologies to achieve the expected program outcomes in this new normal pandemic context.

- Take all precautions and normalize health guidelines to ensure the protection of staff during the pandemic.

- Establish internal security protocols and enhance staff capacity of physical and digital security.