

STRATEGIC PLAN

2026-2030



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Transparency International Sri Lanka (TISL) is an independent, non-governmental, non-profit and nonpartisan organisation with a vision of Sri Lanka in which government, politics, business, civil society and the everyday lives of citizens are free from corruption. As the fully accredited national chapter in Sri Lanka of the Berlin-based Transparency International (TI), TISL partners and works with TI and its chapters world-wide.

Executive Summary

Brief overview of the plan’s purpose, scope, and timeframe.

The **purpose** of the TISL Strategic Plan 2026–2030 is to provide a clear roadmap for advancing transparency, integrity, accountability, and good governance in Sri Lanka over the next five years. It sets out the organization’s vision of a corruption-free society and outlines strategic interventions to strengthen political integrity, foster ethical business practices, empower citizens, ensure accountable public institutions, and expand access to justice. The plan also emphasizes cross-cutting commitments such as human rights, gender equality and inclusion, environmental responsibility, and evidence-based advocacy.

The **scope** of the plan spans TISL’s external advocacy and programmatic work as well as its internal institutional priorities. Externally, it focuses on five priority areas: securing integrity in politics, driving integrity in business, fueling civic participation, enhancing accountability in public institutions, and ensuring access to justice through ALAC. Internally, it addresses organizational strengthening through improved governance, financial oversight, human resources, fundraising, monitoring and evaluation, and staff wellbeing.

The **timeframe** of the plan is **five years, covering 2026 to 2030**. During this period, TISL will pursue targeted reforms, strengthen coalitions, and implement innovative strategies that align with national priorities and global anti-corruption standards. The plan is intended to be a living framework, reviewed periodically to ensure responsiveness to emerging challenges and opportunities in Sri Lanka’s governance and anti-corruption landscape.

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.

Implementation Context: Opportunities and Challenges

The successful implementation of the TISL Strategic Plan 2026–2030 will depend on the organization’s ability to navigate Sri Lanka’s evolving political, legal, and economic landscape. While the current environment presents several enabling factors for reform such as renewed government commitments, digital transformation, and active civic participation, it also poses significant risks, including political instability, economic uncertainty, and shrinking civic space. The following table outlines key opportunities and challenges that may influence the smooth and effective execution of the strategic plan.

| Opportunities | Challenges |
|---|---|
| Renewed focus on governance and anti-corruption reforms at national level. | Political instability and lack of consistent policy direction. |
| Commitment to international mechanisms such as UNCAC, FATF, IMF, and EU GSP+, promoting alignment with global standards. | Economic volatility and fiscal constraints affecting funding availability for governance initiatives. |
| Advancing digital transformation and e-governance initiatives that enhance transparency and accountability. | Weak and/or partial and partisan enforcement and implementation of existing anti-corruption and transparency laws. |
| Strong civil society and media engagement supporting advocacy and public awareness. | Erosion of public trust in political and administrative institutions. |
| Increasing youth engagement and grassroots mobilization for civic participation and accountability. | Shrinking civic space and restrictive regulations limiting CSO (including through the proposed “NGO Act”) and media independence. |
| Ongoing judicial and legal reform discussions creating space for strategic litigation and legal advocacy. | Institutional resistance to change and entrenched bureaucratic practices. |
| Growing interest from private sector actors in ethical business practices and collective action platforms. | Digital divide, misinformation, and low digital literacy hampering outreach and transparency efforts. |
| Continued donor and development partner interest (though limited in scale compared to pre- US pull out from donor space and current) in supporting governance and integrity programs. | Social polarization and security concerns affecting inclusive participation and reform dialogue. |
| | Shrinking donor space is a global trend in finding solutions to long term governance issues like anti-corruption. This is heightened as a result of human rights crisis in the world fueled by war. |

Strategic Goals

The strategic goals are the key goals TISL would focus on considering the gaps that are evident in the governance space.

- Advocate for and monitor that there is fair and equality in selection of cases for investigation and prosecution by the CIABOC without politically motivated priority criteria. This has become crucial given that there are many arrests and investigations focusing those on past regime but the question remains how accountability work if and when there are allegations of corruption for current government officials.
- Vigilance over the allocation of resources to the independence commissions and institutions working in the governance space (CIABOC, RTI Commission, Audit Service Commission, etc.) to supplement and support their mandates. The need advocate for the support of government servants to the corruption drive has become ever more important.
- Advocate for the protection of civil society space from undue influence and restrictions from government, working with CSO coalitions TISL is part of. Fighting against systematic crippling of civil society space through detrimental laws like the NGO bill is crucial to ensure vibrant civil society activism in governance space and ensuring accountability.
- Advocating for the concepts of anti-corruption, transparency and accountability to be depoliticized for sustainable improvements in these spaces as a country. The current government through the linking of anti-corruption to political themes like Clean Sri Lanka concept, appears to be blurring the lines between the need for accountability irrespective of political party allegiances and respecting the laws and policies of the country. Whilst currently, there are no grave impact as a result of this narrative, it could lead to political victimization and lack of accountability to those in power.

Strategic Priority Areas

1. Accountable Governance in Politics & in Public Institutions:

Goal 1: To foster transparent, inclusive, and accountable political governance by strengthening parliamentary oversight, amplifying public voice, promoting open and consultative decision-making, advancing political finance reforms, and enhancing institutional and public engagement in safeguarding democratic processes.

| Key Strategy | Short-term | Mid-term | Long-term |
|--|--|---|---|
| 1. Legal and Policy Influencing | <ul style="list-style-type: none"> • Advocate for comprehensive legal and policy reforms to strengthen transparency and accountability in political processes and governance. • Promote open, participatory, and consultative governance by pushing for increased public input and disclosure in decision-making and legislative processes. • Support the inclusion of civil society actors in official reform processes (e.g., government committees, election-related initiatives). | <ul style="list-style-type: none"> • Engage proactively in national and international review mechanisms (e.g., FATF, EU GSP+, IMF) to align domestic governance standards with global best practices. | <ul style="list-style-type: none"> • Position the organization as an active contributor to political reform efforts by engaging in policy discussions, participating in civil society coalitions, and representing civil society in government committees. |
| 2. Strengthen Institutional Collaboration and Reform | <ul style="list-style-type: none"> • Facilitate collaboration between oversight bodies such as the Election Commission, CIABOC, and the Auditor General's Department to improve enforcement and foster inter-agency coordination. | <ul style="list-style-type: none"> • Promote structured collaboration amongst civil society organizations (e.g., March 12 Movement, Stand for Democracy) to strengthen collective advocacy and support the effective implementation of governance reforms. | <ul style="list-style-type: none"> • Promote structured collaboration amongst civil society organizations (e.g., March 12 Movement, Stand for Democracy) to strengthen collective advocacy and support the effective implementation of governance reforms. |

| Key Strategy | Short-term | Mid-term | Long-term |
|---|---|--|--|
| 3. Enhancing Political Accountability | <ul style="list-style-type: none"> Engage in strategic public interventions to monitor political developments and issue timely, informed statements to maintain relevance and provoke public scrutiny. | <ul style="list-style-type: none"> Advocate for proper disclosure mechanisms (e.g., timely submission of Asset Declarations, Election Expenditure Reports, and ethical corporate donations). Support election monitoring and reporting of election violations. | <ul style="list-style-type: none"> Advocate for inclusive and transparent government decision-making through public consultations and policy disclosures. Position the organization as a responsive and credible actor in national governance debates, shaping reform agendas and representing the public voice. |
| 4. Public Education and Stakeholder Awareness | | <ul style="list-style-type: none"> Conduct targeted campaigns to increase awareness of political finance transparency, accountability, and civic engagement in democratic processes. | <ul style="list-style-type: none"> Promote civic responsibility and accountability through public awareness on disclosure mechanisms (asset declarations, political finance reports, etc.). |

Goal 2: Strengthen transparency, oversight, and ethical conduct in public institutions.

| Key Strategy | Short-term | Mid-term | Long-term |
|--|---|---|--|
| 1. Institutional Integrity and Internal Accountability | <ul style="list-style-type: none"> Advocate for increased collaboration between CIABOC and the Public Service Commission to maintain integrity in service delivery. | | |
| 2. Strengthening Oversight Mechanisms | <ul style="list-style-type: none"> Monitor and publicly assess the implementation of COPE, COPA, and Auditor General's recommendations through periodic public scorecards and parliamentary briefings. | <ul style="list-style-type: none"> Work with Parliament and CSOs to develop citizen oversight on public expenditure and reform progress. | <ul style="list-style-type: none"> Support multi-stakeholder dialogues between CSOs, oversight committees, and ministries to strengthen follow-up mechanisms. |

| Key Strategy | Short-term | Mid-term | Long-term |
|--|---|---|--|
| 3. Right to Information (RTI) and Digital Transparency | <ul style="list-style-type: none"> Advocate for full compliance by public authorities with proactive disclosure requirements in the RTI Act. | <ul style="list-style-type: none"> Conduct awareness campaigns using creative methods (e.g., stage dramas, town halls, posters) to enhance public understanding of transparency rights. | <ul style="list-style-type: none"> Strengthen the RTI Commission through capacity-building, outreach, and public pressure for effective implementation. |
| 4. Transparent and Merit-Based Governance | — | <ul style="list-style-type: none"> Promote integrity in procurement systems, including digital procurement tracking and proactive publication of tenders and contract awards. | <ul style="list-style-type: none"> Advocate for transparent and merit-based appointment processes in public institutions, ensuring gender equality and inclusivity in leadership roles. |
| 5. Civic Engagement and Local Oversight | <ul style="list-style-type: none"> Empower community platforms at grassroots levels to monitor local government performance and report misuse of resources. | <ul style="list-style-type: none"> Involve youth groups, women's collectives, and local civic action platforms to prevent politicization and foster integrity-based leadership. | <ul style="list-style-type: none"> Strengthen collaboration between the March 12 Movement, local CSOs, and oversight institutions to collectively track institutional accountability commitments. |
| 6. Digital Innovation for Public Accountability | <ul style="list-style-type: none"> Expand Apesalli.lk into a continuous Public Resources Integrity Portal, enabling citizens to report misuse of public property beyond elections. | | <ul style="list-style-type: none"> Integrate geotagged reporting tools and real-time dashboards to connect citizen reports with responsible oversight agencies. |
| 7. Human Rights and Anti-Corruption Synergies | | <ul style="list-style-type: none"> Strengthen cooperation with the Human Rights Commission of Sri Lanka (HRCSL) to ensure corruption-related human rights violations are investigated and redressed. | <ul style="list-style-type: none"> Advocate for the adoption of a national code of ethics for public officials aligned with UNCAC and human rights standards. |

2. Driving Integrity in Business

Goal: Foster a culture of ethical business practices and prevent private sector corruption.

| Key Strategy | Short-term | Mid-term | Long-term |
|---|---|---|--|
| 1. Capacity Building and Training | | <ul style="list-style-type: none"> • Support companies through tailored training platforms such as sector-specific modules, subject-related workshops, and industry-focused learning sessions to strengthen knowledge and practical skills in anti-corruption. • Provide tailored integrity training for companies through in-person engagements. | |
| 2. Policy Influence and Advisory Services | <ul style="list-style-type: none"> • Provide technical assistance to businesses in developing anti-corruption frameworks and internal control mechanisms | <ul style="list-style-type: none"> • Provide technical assistance to businesses in developing anti-corruption frameworks and internal control mechanisms | <ul style="list-style-type: none"> • Provide technical assistance to businesses in developing anti-corruption frameworks and internal control mechanisms. |
| 3. Strengthening National Integrity and Compliance Frameworks | | <ul style="list-style-type: none"> • Provide input to the Central Bank and relevant authorities in preparing for Sri Lanka's 2026 Mutual Evaluation on Anti-Money Laundering, including gap analyses, evidence preparation, and inter-agency coordination aligned with FATF methodology. | |
| 4. Collaborative Efforts (e.g., Business Integrity Sector Alliance - BISA; Business Integrity Club - BIC) | <ul style="list-style-type: none"> • Coordinate peer learning and joint action through quarterly forums and sector-specific alliances. • Facilitate Business Integrity Clubs (BIC) with SMEs and large corporations as collective action platforms. | | |

| Key Strategy | Short-term | Mid-term | Long-term |
|--|------------|---|---|
| 5. Research, Data & Insights | | <ul style="list-style-type: none"> • Produce evidence-based studies on private sector corruption risks and anti-corruption practices. • Address knowledge gaps and create resources for companies unfamiliar with integrity standards (e.g., CRMR, TRAC). | |
| 6. Public Engagement & Awareness | | <ul style="list-style-type: none"> • Raise the profile of private sector integrity through media campaigns, social media initiatives, and public outreach to encourage ethical business practices. | |
| 7. Expose and Reduce Corrupt Private-Public Interactions (Responsiveness and Accountability) | | | <ul style="list-style-type: none"> • Proactively identify and expose corruption within private-public partnerships (PPPs), concessions, and procurement processes. • Promote responsive and inclusive accountability measures to address private sector involvement in public corruption. |

This will include - Design and implement multi-channel campaigns, including media outreach, social media initiatives, and targeted public/company engagement, to highlight private sector corruption risks and promote ethical business practices. These campaigns aim to raise visibility of private sector integrity issues, create a culture of accountability, and encourage companies to voluntarily adopt and maintain anti-corruption measures (E.g ; Awareness Weeks / Thematic Campaigns and Design thematic campaigns during global or national observances like International Anti-Corruption Day to spotlight private sector integrity and encourage corporate commitment, Interactive Online Tools / Quizzes and etc.)

3. Fueling Civic Participation for Public Accountability

Goal: Empower citizens to become active participants in governance, ensuring stronger accountability.

| Key Strategy | Short-term | Mid-term | Long-term |
|--|---|--|-----------|
| 1. Public Awareness and Participation | <ul style="list-style-type: none"> • Develop inclusive civic education programs emphasizing citizens' rights, responsibilities, and anti-corruption mechanisms. • Conduct community workshops, launch civic clubs in schools and universities, and implement public information campaigns across multiple media platforms. • Establish mobile clinics and help desks to provide accessible civic support. • Train local CSOs to deliver educational programs and facilitate participatory forums. | | |
| 2. Community Platforms (Strengthen Local Civic Action & Grassroots Accountability Campaigns) | <ul style="list-style-type: none"> • Strengthen local Civic Action Platforms by facilitating regular community meetings. • Support grassroots accountability campaigns through training and resources. • Foster partnerships between community groups and local authorities. • Promote citizen-led monitoring of public services. • Provide platforms for dialogue to address governance challenges. | <ul style="list-style-type: none"> • Conduct community workshops focusing on citizens' rights and anti-corruption. • Launch civic clubs in schools and universities to engage youth. • Implement public information campaigns through various media. • Establish mobile clinics and help desks for accessible civic support. Train local CSOs to deliver education programs and facilitate participatory forums. | |

| Key Strategy | Short-term | Mid-term | Long-term |
|---|---|---|--|
| 3. Enhance Youth Engagement and Civic Participation | <ul style="list-style-type: none"> • Facilitate structured forums that promote dialogue between young citizens and public institutions. • Encourage active citizenship and rebuild trust between youth and governance institutions. | | |
| 4. Support Civic Actors | | <ul style="list-style-type: none"> • Provide targeted training and capacity-building initiatives to civic actors and grassroots organizations. • Empower movements such as the March 12 Movement (M12) to actively engage in democratic processes and advocacy efforts. | <ul style="list-style-type: none"> • Continue strengthening and safeguarding civic space through sustained support for civic actors advocating for accountability and lasting change. |

4. Ensuring Access to Justice through ALAC

Goal: Provide legal support to victims of corruption and promote whistleblower protection.

| Key Strategy | Short-term | Mid-term | Long-term |
|--------------------------------|---|---|-----------|
| 1. Strengthen ALAC Operations | <ul style="list-style-type: none"> • Expand free legal aid services for victims of corruption. • Conduct community legal awareness programs to educate citizens on available redress mechanisms. • Support citizens in navigating institutional complaint and redress processes. | | |
| 2. Whistleblower Protection | | <ul style="list-style-type: none"> • Advocate for comprehensive legal reform to strengthen whistleblower protection. • Develop Standard Operating Procedures (SOPs) for whistleblower handling and protection. • Build partnerships with relevant institutions and CSOs to ensure citizen safety and promote a culture of reporting. | |
| 3. Access to Information (RTI) | <ul style="list-style-type: none"> • Promote strategic use of the Right to Information (RTI) through public awareness campaigns. • Conduct training sessions to build citizens' capacity to request and utilize information effectively. • Provide legal aid to citizens using RTI for accountability and transparency purposes. | | |

Cross-Cutting Themes

Strategic Communications (2026–2030): Deliver compelling narratives, digital content, and community campaigns in trilingual formats to engage the public.

As TISL advances its mission to promote integrity and combat corruption across all sectors of society, strategic communication will serve as a cornerstone of its 2026–2030 Strategic Plan. Effective communication is central to shaping public discourse, influencing policy reform, and inspiring civic action. By leveraging data-driven storytelling, technology, and inclusive engagement, TISL seeks to translate complex governance and anti-corruption concepts into accessible messages that resonate with diverse audiences including policymakers, the private sector, youth, women, and rural communities.

Over the next five years, TISL’s communications strategy will align closely with its four core thematic areas: accountable governance in politics and public institutions, integrity in business, civic participation for public accountability, and access to justice through ALAC. Through a proactive, responsive, and impactful approach, TISL will strengthen its position as a trusted national voice on anti-corruption, foster multi-sectoral collaboration, and build public demand for transparency and accountability. In doing so, communication will not only amplify the organization’s work but also drive meaningful social and institutional change toward a more just, equitable, and corruption-free Sri Lanka.

Research and Evidence-Based Policy Advocacy: Ground all interventions in data-driven analysis and publish accessible policy materials.

TISL will ground its advocacy in a robust research framework that blends theoretical rigor with practical relevance. Our approach emphasizes generating credible evidence, translating complex analysis into accessible insights, and ensuring that all interventions are informed by reliable data. Research outputs will be designed not only for technical policy actors but also for wider public engagement, making knowledge a tool for both accountability and empowerment. By maintaining a cycle of continuous inquiry, critical reflection, and evidence-led action, TISL will position itself as a thought leader in shaping anti-corruption reforms that are both contextually relevant and practically implementable.

Stakeholder Mobilization:

Building strong coalitions across civil society, media, state institutions, private sector actors, political leaders, and the wider community, alongside the active engagement of TISL staff, board members, donors, and clients, will be essential to sustaining reform momentum over the next five years. The collective strength of these alliances, grounded in diverse perspectives and expertise, will reinforce decision-making, shape priorities, and expand the reach of our reform agenda. Stakeholder mobilization goes beyond consultation; it requires active participation, shared responsibility, and joint ownership of our vision. Through coalitions, structured feedback, advisory roles, and collaborative initiatives, stakeholders will play a central role in refining TISL’s strategy to ensure it achieves institutional objectives while remaining responsive to the needs of those most affected by our work.

Strategic Litigation:

TISL will utilize strategic litigation as a core mechanism to advance transparency, strengthen accountability, and uphold integrity within governance systems. This approach will encompass both public interest litigation as well as bill challenges as a key tool aimed at ensuring that legislation and state actions align with constitutional principles, human rights obligations, and anti-corruption standards. Strategic litigation will complement TISL's broader efforts by translating legal analysis, research, and public concern into enforceable outcomes that strengthen democratic institutions and uphold the rule of law.

Through well-researched, evidence-based legal interventions, TISL aims to set lasting legal precedents that promote transparency, civic participation, and responsible governance. Strategic cases will be used to ensure that national laws are correctly interpreted and enforced, particularly in contexts where state institutions have failed to meet constitutional or legal obligations. By challenging laws and policies that contradict fundamental rights standards or undermine good governance, TISL will seek to trigger necessary reforms in the legal and policy framework.

TISL's litigation efforts will also serve a broader human rights agenda by enabling affected individuals and communities to access justice and obtain remedies for harm caused by governance failures. By maintaining a responsive and strategic approach, TISL will position itself as a credible legal voice in national and regional discourse, using the courts not only to redress specific injustices but also to shape long-term reforms in governance.

Cross-Cutting Approaches**Human Rights:**

A five-year strategic plan for an anti-corruption organization is essential to adopt a human rights-based approach. This involves embedding core principles such as transparency, accountability, participation, non-discrimination, and empowerment throughout the strategy. The plan should prioritize the protection of whistleblowers, uphold the rights of those affected by corruption, and ensure meaningful engagement with all stakeholders, particularly marginalized and vulnerable groups. Aligning strategic objectives with international human rights standards enhances both the impact and legitimacy of anti-corruption efforts. This approach not only safeguards individual rights but also builds public trust and reinforces the organization's long-term effectiveness.

Gender Equality, Disability, and Social Inclusion (GEDSI)

TISL will adopt a proactive GEDSI approach that integrates equity and inclusivity as cross-cutting principles in all aspects of our work. Our interventions will be designed to ensure that anti-corruption efforts do not unintentionally reinforce existing inequalities, but instead help dismantle barriers faced by women, persons with disabilities, and marginalized groups. This involves systematically considering diverse perspectives in programme design, consultation, and implementation, while promoting accessibility in both process and outcome. By embedding GEDSI considerations into research, advocacy, and organizational practice, TISL aims to build a culture of integrity that is inclusive, representative, and responsive to the needs of all communities.

Environmental Responsibility

As part of its commitment to sustainability, TISL will integrate environmentally responsible practices into its day-to-day operations and activities. Recognizing the importance of reducing our environmental footprint, we aim to adopt energy conservation through responsible use of lights, air conditioning, and electronic equipment. Events and publications will prioritize eco-friendly materials such as recyclable stationery, reusable décor, and digital alternatives to print. Waste segregation and recycling will be implemented in the office and at events, while virtual or hybrid meetings will be encouraged to reduce travel-related emissions. Environmentally friendly tote bags will be used by staff during travel and programs to avoid polyethylene bags. Additionally, TISL will source sustainable products and services from environmentally responsible suppliers and integrate environmental awareness into staff training and organizational culture to reduce its overall environmental footprint.

Institutional Strengthening:

Organizational Culture and Staff Wellbeing

To cultivate a values-driven, inclusive, and high-performing organizational culture that prioritizes staff wellbeing, celebrates diversity, and ensures the personal and professional growth of all employees in alignment with TISL's mission.

1. Human Resource Development and Capacity Building

- Establish structured mechanisms for strategic human resource management, staff performance review, and continuous learning.
- Design and implement a comprehensive training and development plan to strengthen professional competencies, thematic expertise, and leadership pathways.

2. Wellbeing, Care, and Work-Life Balance

- Introduce wellbeing initiatives that support both physical and mental health, including counseling, flexible work arrangements, and wellness programs.
- Encourage team bonding and stress relief through annual trips, birthday celebrations, New Year festivities, observance of religious and cultural events (Christmas, Ramadan (Iftar), Sinhala & Tamil New Year, etc.), and indoor/outdoor games such as cricket, carrom, and badminton.
- Organize creative and social engagements such as office "movie time," *peduru* parties, and team-building activities to nurture a fun, supportive, and collaborative environment.

3. Diversity, Equity, and Inclusion (GEDSI)

- Promote a workplace culture where staff from diverse genders, backgrounds, abilities, and faiths feel respected, valued, and included.
- Actively ensure inclusivity in recruitment, promotions, and leadership opportunities, modeling TISL's external advocacy commitments.

4. Communication, Motivation, and Recognition

- Foster open communication between management and staff through regular forums, feedback mechanisms, and participatory decision-making.
- Recognize staff achievements and contributions through both financial and non-financial rewards, leadership exposure, and celebration of milestones.

5. Environmental Responsibility in Workplace Culture

- Adopt eco-friendly practices within the office, including sustainable procurement, reduced waste, and energy efficiency.
- Encourage staff to engage in environmentally responsible practices, reinforcing TISL's external advocacy on environmental accountability.

Financial Systems and Oversight

To enhance financial integrity, efficiency, and accountability by reviewing and reinforcing financial controls, improving project financial oversight, and building the capacity of the finance unit to provide professional and timely support for program delivery.

Key Priorities:

- **Review and Enhance Financial Controls:** Conduct a comprehensive review of existing financial systems and internal controls by October 2026, identifying gaps and implementing improvements to ensure full compliance with regulatory and organizational standards.
- **Ensure Financial Transparency and Accountability:** Implement mechanisms that promote clear financial reporting, regular audits, and real-time tracking of income and expenditures.
- **Strengthen Project Financial Oversight:** Establish and enforce robust financial monitoring frameworks for all projects to ensure that donor and organizational funds are utilized efficiently and in line with approved budgets.
- **Capacity Building of the Finance Unit:** Invest in staff training, professional development, and updated financial tools or systems to ensure the finance team can deliver accurate, timely, and strategic financial support.
- **Integration with Program Delivery:** Improve coordination between finance and program teams to align budgeting, reporting, and financial planning processes with programmatic needs and timelines.
- **Automation and Digitalization of Financial Processes:** Adopt modern financial software and tools to increase efficiency, reduce errors, and enhance reporting capabilities.

Fundraising and Resource Mobilization

To ensure long-term financial sustainability and operational independence, a core objective of our 2025-2030 strategic period is to cultivate a diversified and resilient funding portfolio. Our strategy focuses on building strong, lasting relationships with a wide range of supporters, including institutional donors, corporate partners, and individual philanthropists, to secure a robust funding pipeline for at least two years at any given time. We will proactively identify

and engage new funding partners while strengthening relations with our existing supporters through transparent communication about our impact and meticulous stewardship of their contributions.

Administration and Operations

To enhance institutional efficiency and accountability by reviewing and updating the Operations Manual and implementing robust systems for facilities management, procurement, and general administration that reflect the highest standards of integrity, professionalism, and service, delivery.

Key Priorities:

- **Operations Manual Review & Update:** Conduct a comprehensive review of the existing Operations Manual by 2025 ensuring alignment with current practices, legal requirements, and organizational needs.
- **Upholding Integrity and Professional Standards:** Integrate integrity and ethical conduct frameworks into administrative processes through staff training, regular monitoring, and accountability mechanisms.
- **Optimizing Facilities Management:** Establish a proactive facilities management system to ensure safe, functional, and cost-effective use of physical infrastructure.
- **Procurement Excellence:** Strengthen procurement practices by introducing transparent, competitive, and timely procurement processes, with regular audits and compliance checks.
- **Streamlining General Administration:** Enhance administrative efficiency by leveraging digital tools, reducing bottlenecks, and improving response time to internal support requests.
- **Alignment with Program Delivery Needs:** Foster continuous collaboration between administrative and program teams to ensure operational support is responsive, timely, and aligned with programmatic goals.

Monitoring, Evaluation and Learning:

To build 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.

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