



CENTRE FOR POLICY ALTERNATIVES
வினாக்கள் ஆலோசனை மையம்
மாற்றுக் கொள்கைகளுக்கான நிலையம்

CENTRE FOR POLICY ALTERNATIVES

Roadmap for Reform

STRATEGIC PLAN

2024 - 2026

FOREWORD

Sri Lanka is currently facing its most severe governance crisis since gaining independence in 1948. The social contract is in ruins, with a crisis of legitimacy and legality plaguing the political establishment. Corruption and impunity are rampant, contributing to unsustainable prices and shortages in the health and education sectors, which in turn are increasing levels of poverty and malnutrition. The Aragalaya or Struggle, an unprecedented popular uprising, has demonstrated the frustration and anger of the population with bad governance. While it succeeded in forcing the President and his family out of government, it fell short of its demands for systemic change.



The crisis is exacerbated by a significant brain drain as people leave the country due to the high cost of living and its burden of the crisis has fallen disproportionately on those least able to handle it. In Addition, Sri Lanka is highly susceptible to the effects of climate change and must confront the challenges of digitalization and artificial intelligence. These factors collectively strain the institutional capacity for governance, hinder national socioeconomic progress, and undermine the coping mechanisms of already vulnerable communities.

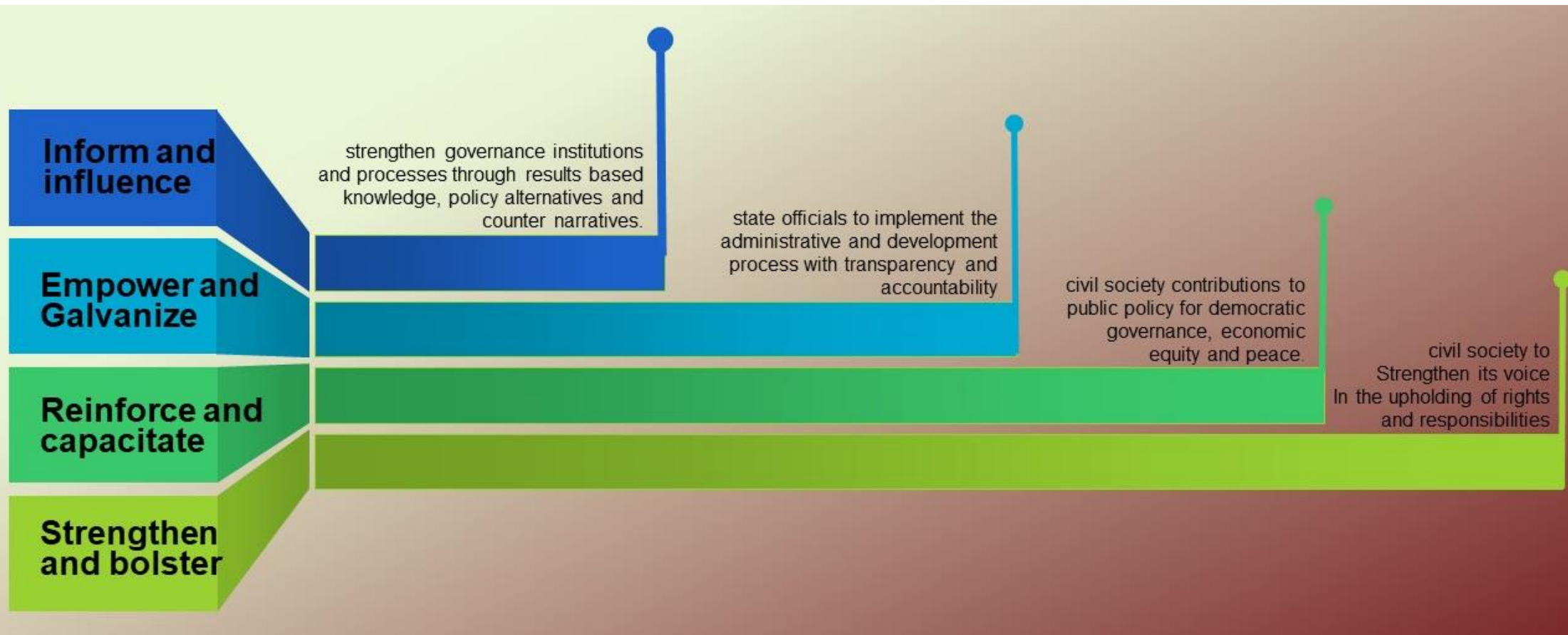
This presents a challenge and opportunity for CPA, with over 25 years of experience, to help redesign the social contract for liberal democratic governance, sustainable development, and prosperity. The new Strategic Plan 2024 – 2026 outlines how CPA's multidisciplinary teams and partnerships plan to accomplish this.

This plan is the result of extensive collaboration with dedicated teams and partners, both local and international. I am deeply grateful for their contributions in designing this Strategic Plan. I would like to express special appreciation to Sriyanie Wijesundara for her patient and diligent work in designing and compiling both the plan and its supporting documents.

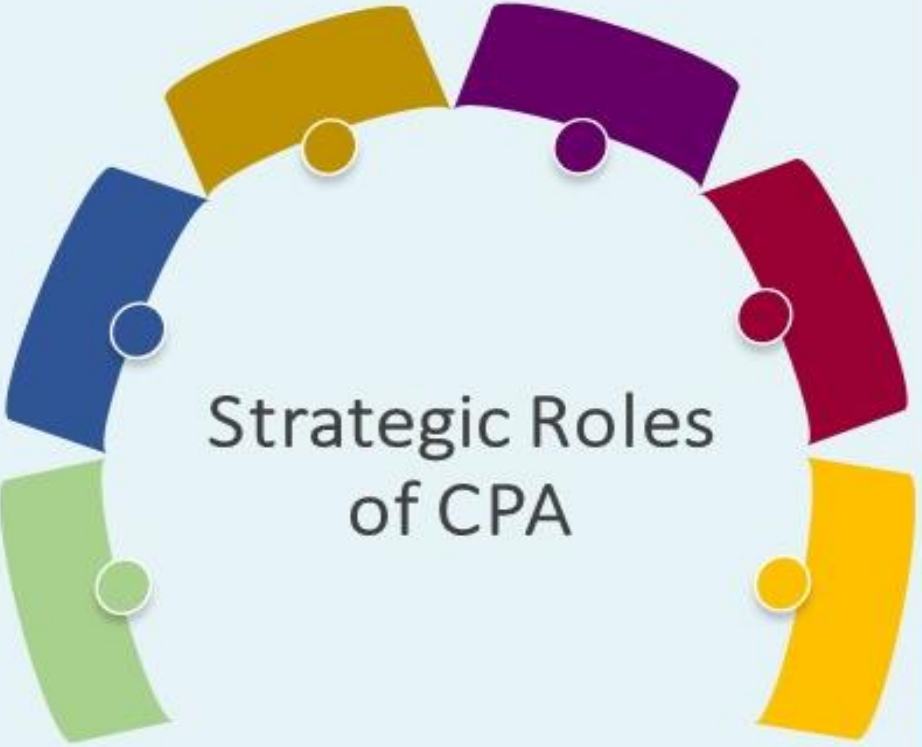
Dr. Paikiasothy Saravanamuttu
Executive Director
Centre for Policy Alternatives

Strategic Context

CPA recognizes the challenges faced with building a representative government, maintaining a dynamic multi-party system with free and fair electoral processes, the separation of powers of the arms of the state, rule of law in everyday life and the protection of human rights and liberties. The failure to build such a democratic state has given way to the political and constitutional strife that ensued in the last few decades. An ethnic conflict which culminated in a 30 -year war further ruptured the system giving way to authoritarian populism. The Aragalaya dramatically highlighted the need for systemic change. Thus, CPA's overall mandate is to work towards a liberal democratic state in which the rights of citizens are recognized and upheld.



Strategic Roles in strengthening civil society over two and a half decades



Strategic Roles of CPA

FACILITATOR

Fair and impartial
Election monitoring

DISSEMINATOR

Accountable and dynamic civil
society

CONVENER

Constitutional reforms

PREMIER LITIGATOR

Advance justice, equality and
human rights

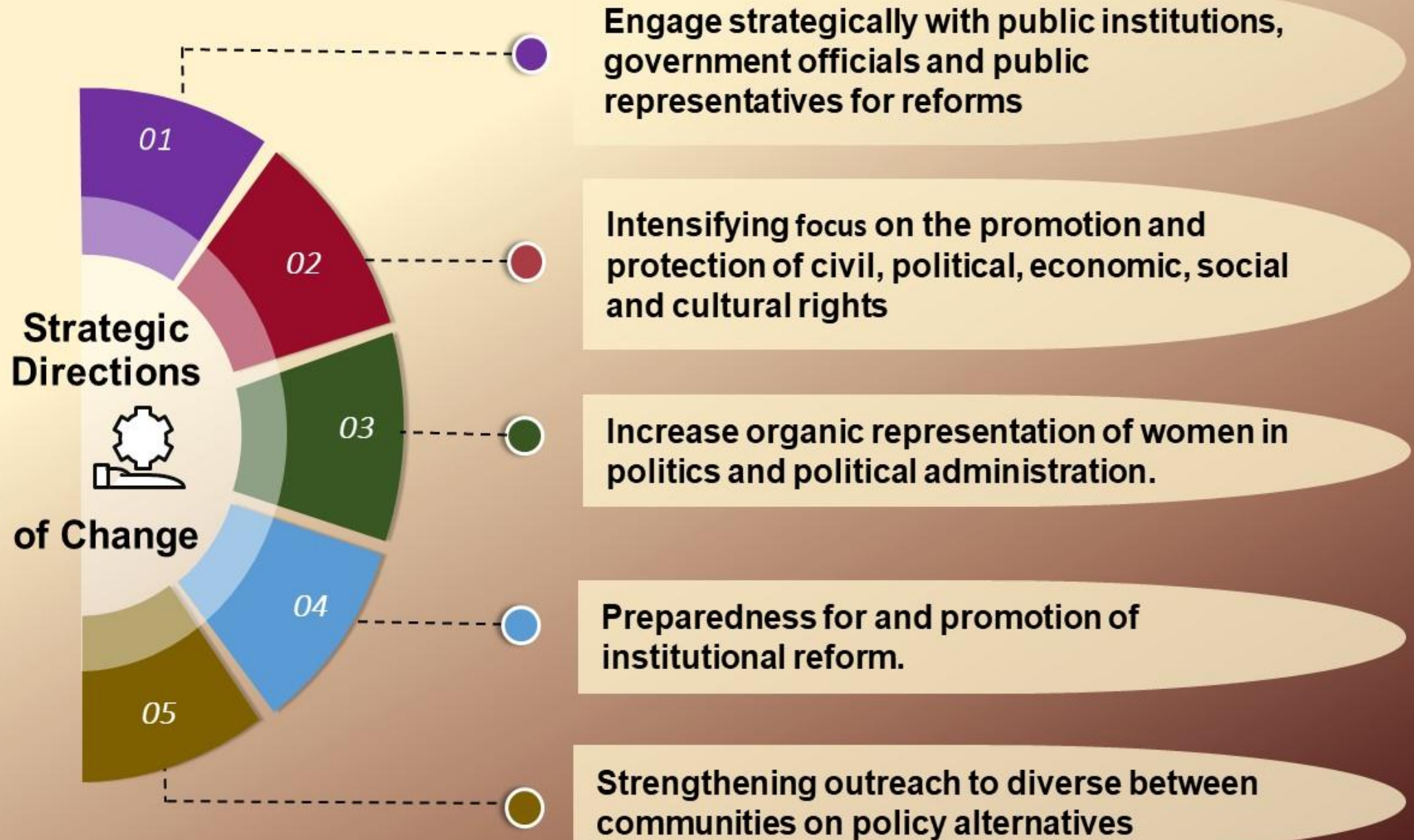
INFLUENCER

Administrative reforms with
innovative knowledge and
experience

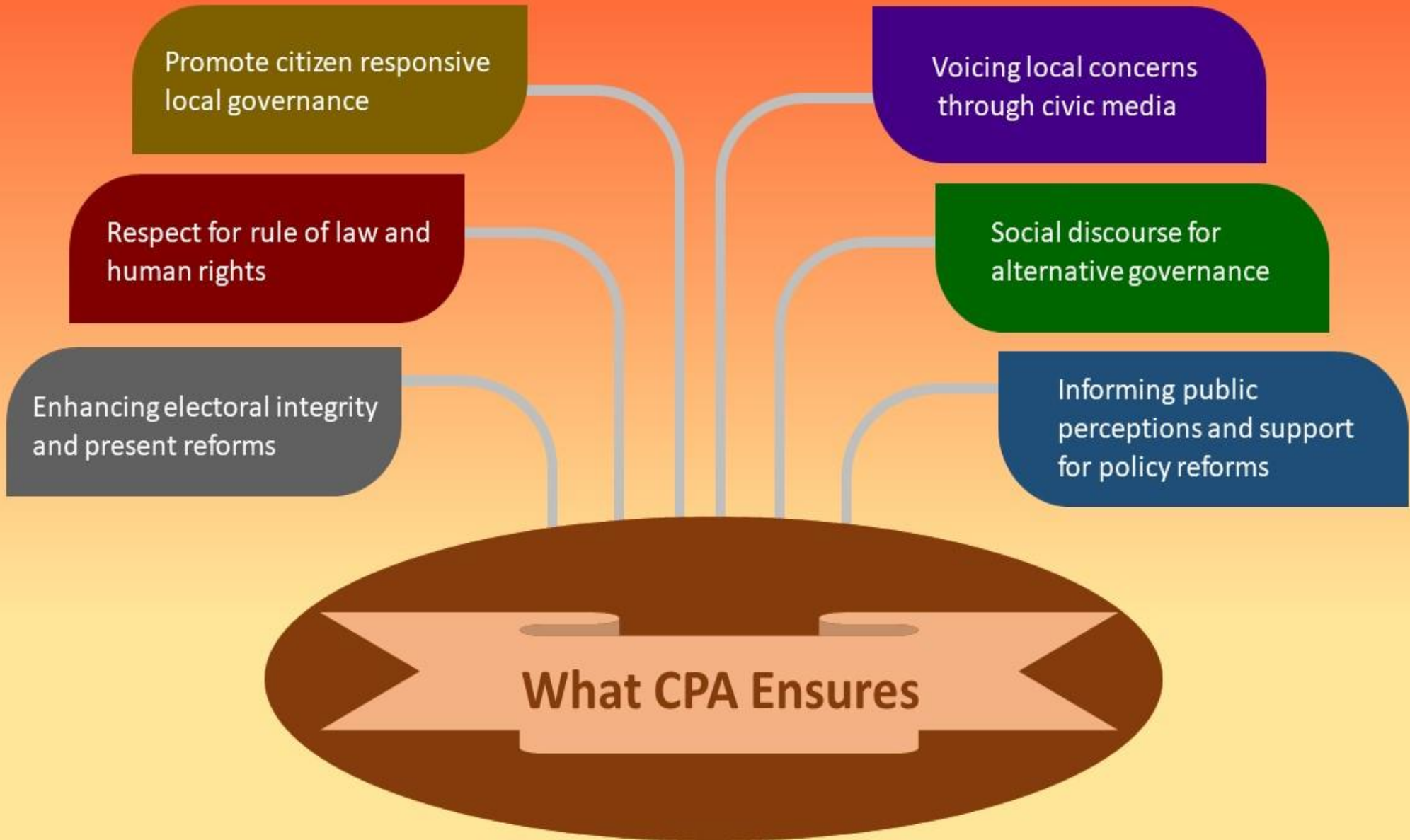
ADVOCATE

Propagate reform by raising
issues of broad public concerns
to democratize the system

Strategic Directions of Change

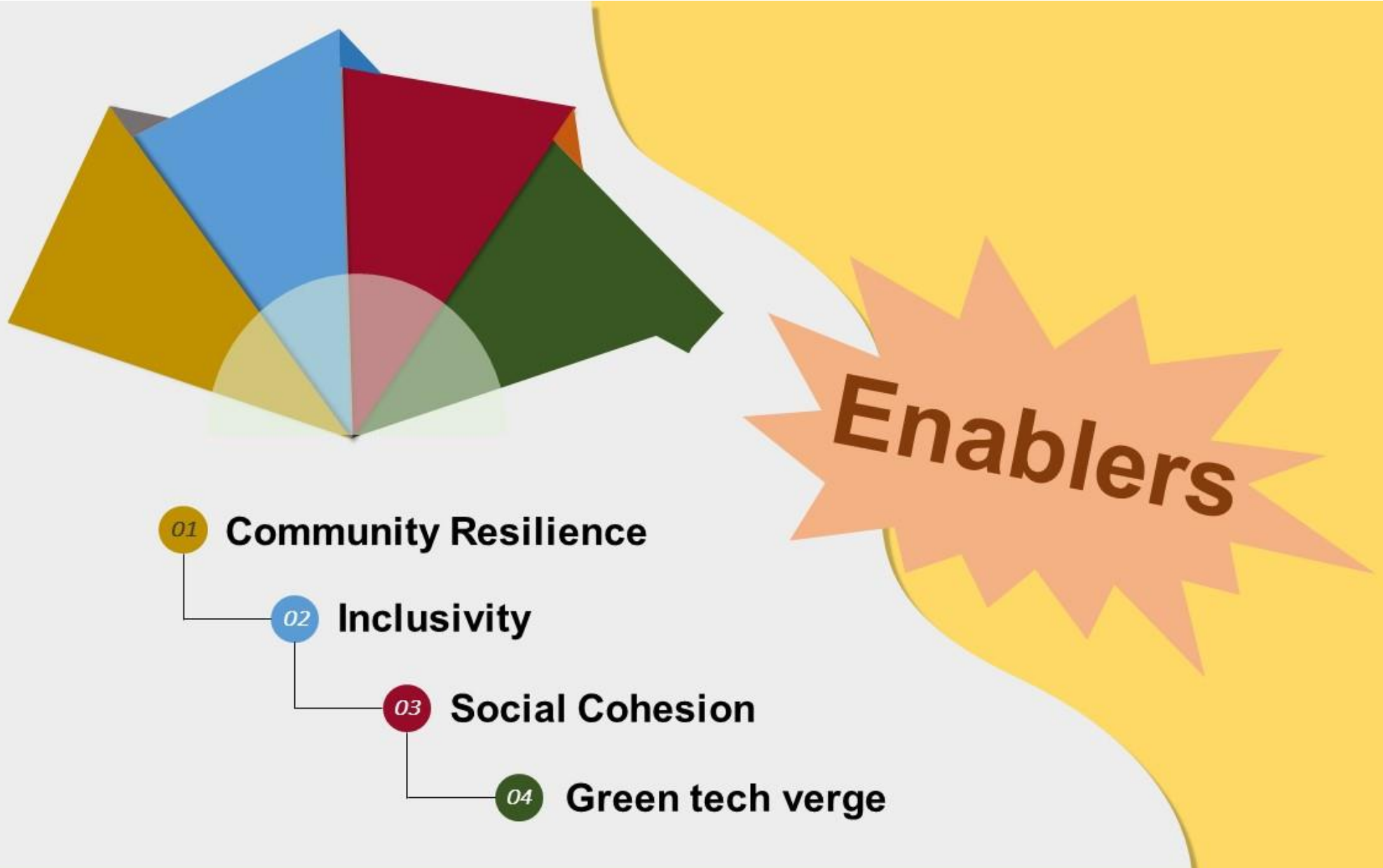


What CPA Ensures



Enablers - Optimizing Capacities and Approaches

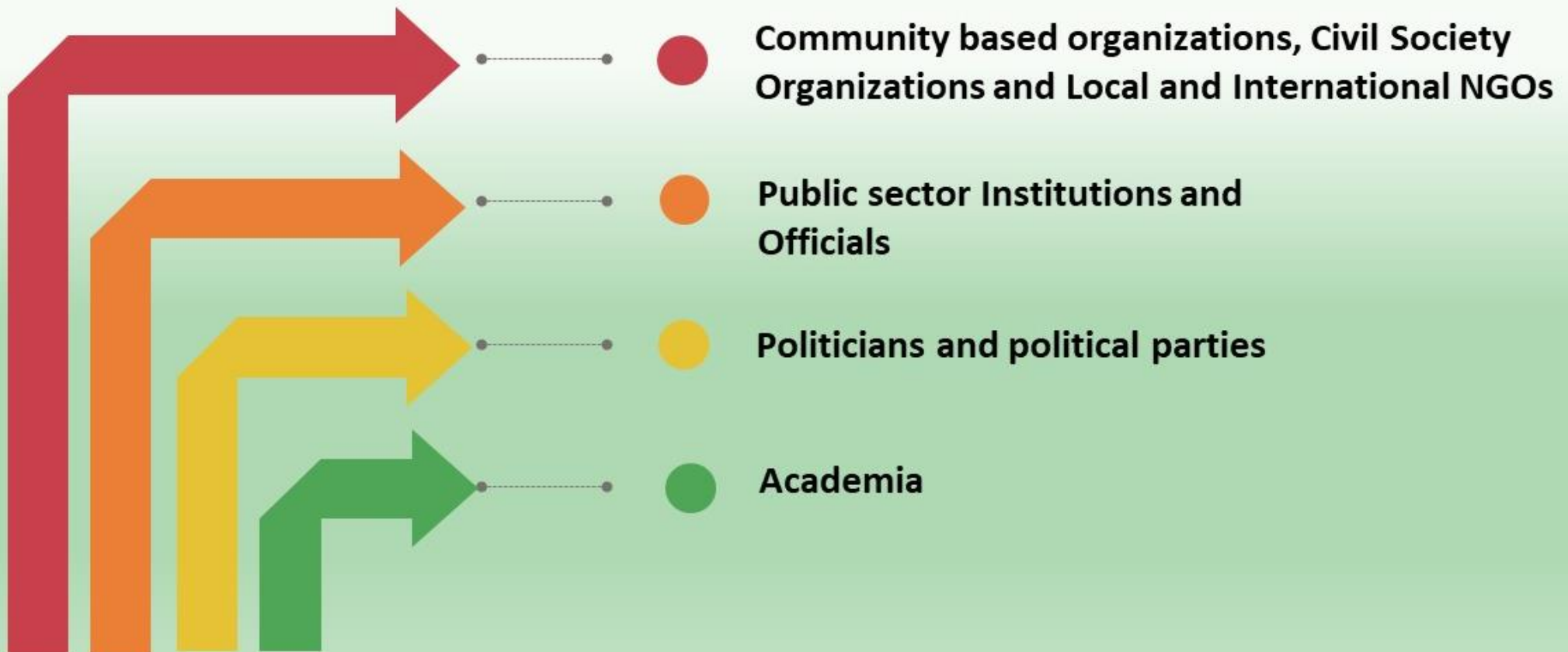
Enablers are capacities and approaches that combine knowledge and experiences to achieve the expected impact of the Strategic Plan



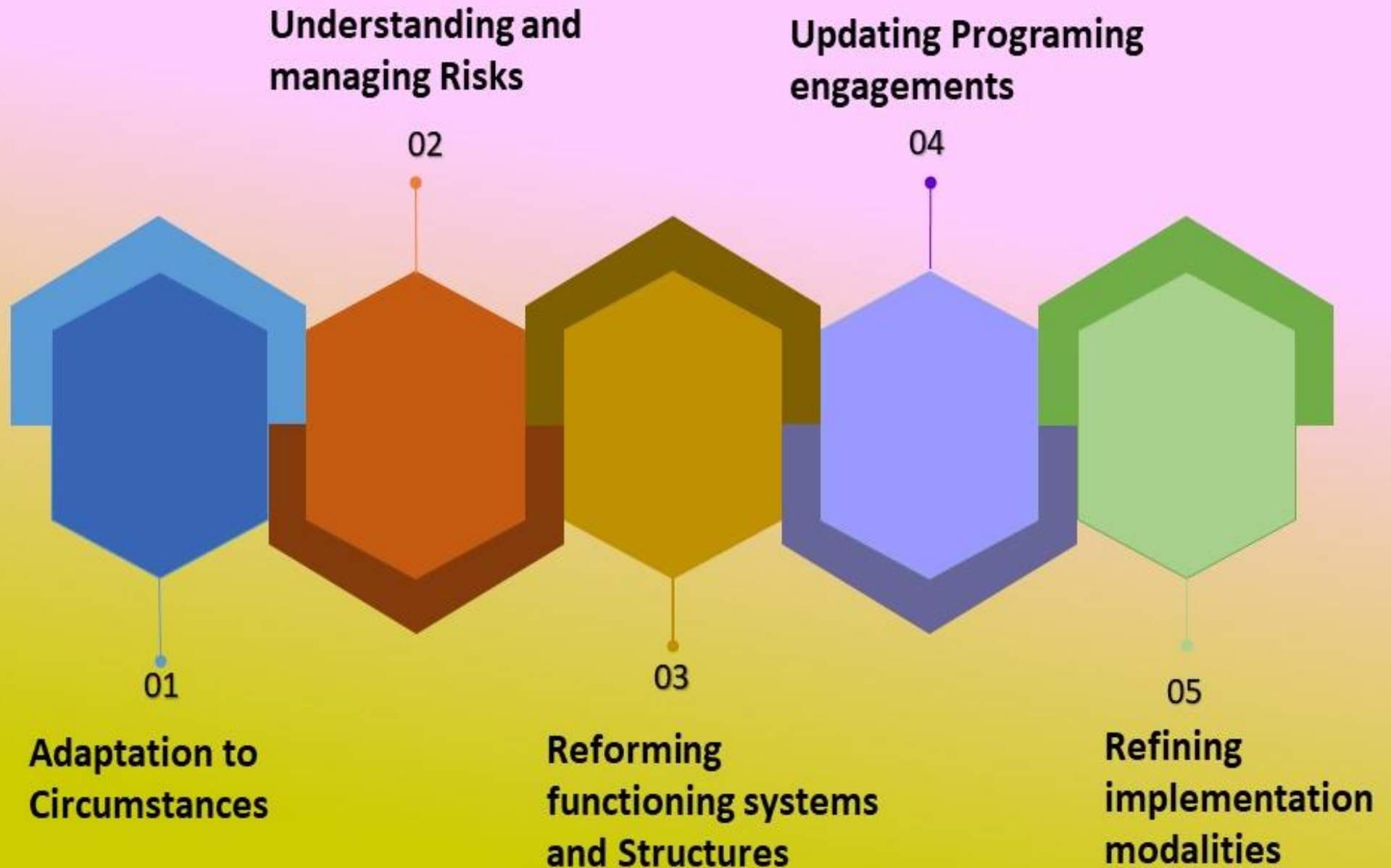
Enduring partnerships

Interactive partnerships with a wide range of actors committed to a just and democratic society are important in successfully achieving the long term impact.

Enduring Partnerships



Significant Lessons that Inform the Plan





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25 YEARS
1996 - 2021
CENTRE FOR POLICY ALTERNATIVES

CPA
Centre for Policy Alternatives
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The Centre for Policy Alternatives (CPA) is an independent, non-partisan organisation that focuses primarily on issues of governance and conflict resolution. Formed in 1996 in the firm belief that the vital contribution of civil society to the public policy debate is in need of strengthening, CPA is committed to programmes of research and advocacy through which public policy is critiqued, and alternatives identified and disseminated.

I thank all of you and your predecessors who have made CPA's journey possible. You are CPA's CPA to NOT meet any single individual, but all of us who hold a common set of values from which we will not flinch. I know that for many of you, CPA has been your job or your only employer and that you have worked not just for remuneration alone, but in the belief that the welfare of the organisation was paramount to the creation of a functioning liberal democracy in Lanka. You have faced threats, intimidation, reprisals (not as well as official censure in the media from the forces of law) but you have not wavered. This has not deterred you but strengthened your commitment to CPA and the welfare of the nation. There will always be allegations against us of "not being neutral" or "not being impartial" because they do not believe in our vision or ideas or responses to us with or without a shred of evidence of any wrongdoing. Happy Birthday to you!! We shall continue undaunted!

Empowering Capacities of Civil society

As the leader in redefining traditional approaches to reforms and justice, CPA prioritizes innovative and inclusive strategies that empower communities and individuals. Our approach emphasizes the importance of investing in the experiences and knowledge of citizens to enhance their capacities, and we recognize the value of shared knowledge and collaborative efforts in driving towards a more empowered and resilient society. By challenging traditional paradigms and embracing new ways of thinking, we aim to create positive and lasting change in the realms of reforms and justice.

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