



LAKSHMAN KADIRGAMAR INSTITUTE  
OF INTERNATIONAL RELATIONS AND STRATEGIC STUDIES

## **STRATEGIC PLAN 2016-2018**

May 2016

Lakshman Kadirgamar Institute of International Relations and Strategic Studies  
The Lighthouse", 24 Horton Place, Colombo 7, Sri Lanka • [www.lki.lk](http://www.lki.lk)



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## 1.0 LIST OF ABBREVIATIONS



<b>BCIS</b>	Bandaranaike Centre for International Studies
<b>BIDTI</b>	Bandaranaike International Diplomatic Training Institute
<b>Board</b>	Board of Management of the LKI
<b>CSR</b>	Corporate Social Responsibility
<b>EU</b>	European Union
<b>FPAG</b>	Foreign Policy Advisory Group
<b>Governing legislation</b>	Sri Lanka Institute of Strategic Studies Act, No. 45 of 2000 (as amended)
<b>HNWI</b>	High net worth individual
<b>IGO</b>	Intergovernmental organization
<b>INGO</b>	International NGO
<b>LKI</b>	Lakshman Kadirgamar Institute of International Relations and Strategic Studies
<b>MoU</b>	Memorandum(s) of Understanding
<b>MFA</b>	Ministry of Foreign Affairs
<b>MNC</b>	Multinational company
<b>NGO</b>	Non-governmental organization
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme

## 2.0 BACKGROUND



The Lakshman Kadirgamar Institute of International Relations and Strategic Studies is a research institute established by statute. Its mission, as revised in November 2015, is:

*To engage in independent research of Sri Lanka's international relations and strategic interests, to provide insights and recommendations that advance justice, peace, prosperity and sustainability.*

### 2.1 History

The predecessor to the Lakshman Kadirgamar Institute of International Relations and Strategic Studies (hereafter the LKI, or the “Institute”) is the Sri Lanka Institute of Strategic Studies, which was established under the Sri Lanka Institute of Strategic Studies Act, No. 45 of 2000.

The Sri Lanka Institute of Strategic Studies was renamed in 2006 in memory of the late Hon. Mr. Lakshman Kadirgamar, pursuant to the Sri Lanka Institute of Strategic Studies (Amendment) Act, No. 32 of 2006. Under this amending Act, the Chairman of the Board of Management of the LKI (the Board) is the Minister of Foreign Affairs, who shall appoint other members of the Board.

The functions and other aspects of the LKI are governed by Act No. 45 of 2000 and Act No. 32 of 2006 (hereafter the “governing legislation”).

### 2.2 Functions

According to the governing legislation, the Institute should:

- (1) function as a multi-disciplinary research institute, which:
  - studies the strategic interests of Sri Lanka, especially defence, national security, law, economics, cultural relations, agriculture, the environment, and international relations,
  - promotes peace and address post-conflict issues, and
  - facilitates the training of personnel in such research and issues;
- (2) provide information to the Government to help it devise its national policies relating to international relations and strategic studies;

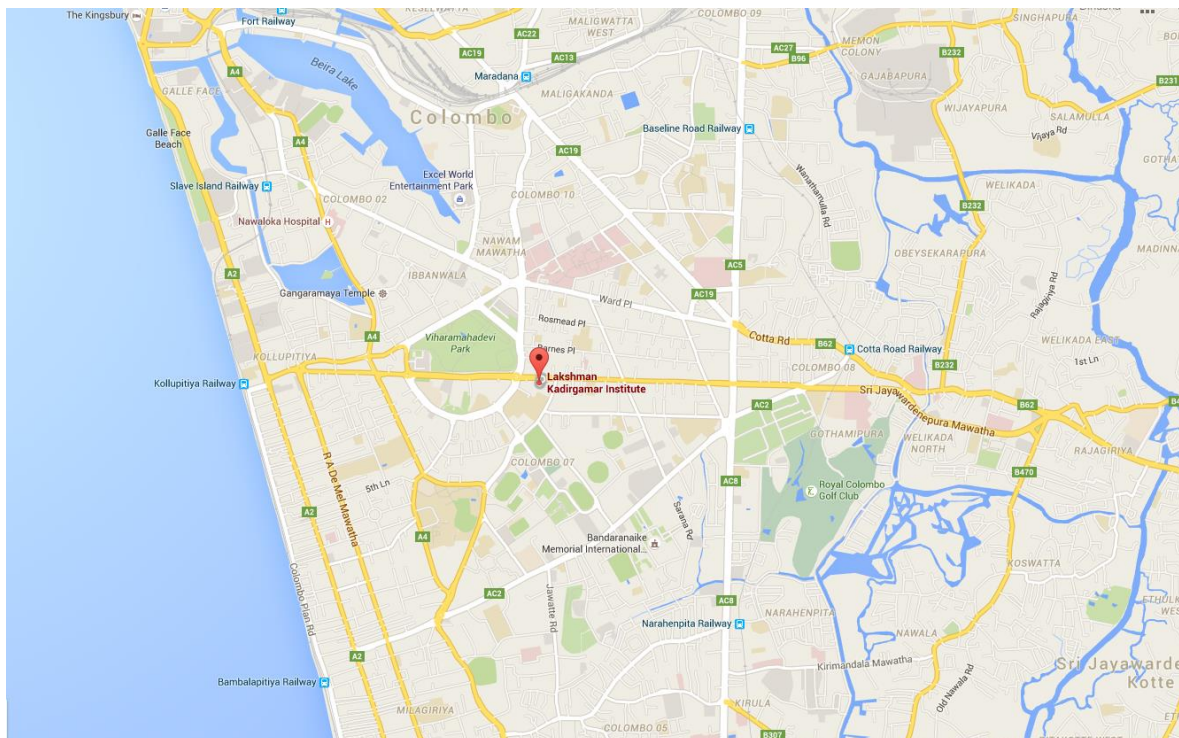


- (3) provide a forum for discussion and evaluation of research in strategic studies and international relations connected to Sri Lanka, and facilitate related studies, seminars and workshops, both within the region and internationally;
- (4) establish a repository of information on strategic studies and international relations and facilitate relevant and reliable information on these subjects;
- (5) publish relevant journals and articles;
- (6) maintain relationships and affiliations with individuals, associations and institutions with similar objectives in Sri Lanka and abroad; and
- (7) conduct training programmes on diplomacy, international relations and related areas, and in particular at the Bandaranaike International Diplomatic Training Institute (BIDTI).

## 2.3 Location

The Institute is centrally located in Colombo at 24 Horton Place, Colombo 7. The address is also sometimes referred to as the “Lighthouse”, due to the historical fact that the main building on the premises was used in the colonial era by the Imperial Lighthouse Service.

The BIDTI is the “sister institute” of the LKI. It provides educational and training programmes in international relations. The BIDTI is located within the premises of the Bandaranaike Memorial International Conference Hall on Bauddhaloka Mawatha, Colombo 7.



### 3.0 CURRENT ACTIVITIES



The Institute is governed by a Board of Management. The current Board comprises:

1. Hon. Mangala Samaraweera, M.P. – Minister of Foreign Affairs (Chairman)
2. Mr. Iqbal Athas – Journalist
3. Mr. Azam Bakeer Markar – General Manager, Aitken Spence PLC
4. Dr. Radhika Coomaraswamy – Member, Constitutional Council of Sri Lanka
5. Mrs. Suganthie Kadirgamar – Senior Partner, FJ & G de Saram (Life Member)
6. Dr. Ram Manikkalingam – Founding Director, Dialogue Advisory Group
7. Mr. Saliya Pieris – Attorney at Law
8. Dr. Paikiasothy Saravanamuttu – Executive Director, Centre for Policy Alternatives
9. Mr. Mano Tittawella – Chairman, EAP Holdings Ltd

#### 3.1 Redevelopment

In 2015, the Board initiated a substantial redevelopment of the Institute. The redevelopment began with the recruitment of a new Executive Director, researchers and programme staff. At present, the Institute has eleven staff, including the Executive Director, three researchers, three programme and administrative staff, and four support staff.

This Strategic Plan outlines the aims and expected course of the redevelopment and, including how the Institute expects to accomplish its mission and statutory functions.

The current activities of the Institute include the following types of work and engagement.

#### 3.2 Studies of strategic interests and training of personnel

The research staff (a Research Fellow and two Research Associates) of the Institute were hired after a recruitment exercise in late 2015. The research staff is currently *engaged in research* that:

- (i) examines the impact of climate change and resource scarcity on Sri Lanka's international relations;
- (ii) studies the potential for international partnerships in higher education to enhance economic, cultural, and security relationships;
- (iii) is preparing for a holistic and systematic review of Sri Lanka's foreign policy, including its general frameworks as well as specific issues such as trade and investment, maritime concerns, energy policy, and human rights; and

- (iv) reviews Sri Lanka's existing trade and other relations with particular countries, resulting in short "country briefs", to inform the Institute's discussions with visiting delegations from those countries.

The Institute *offers an internship programme* to students and recent graduates. There are approximately three to four interns at any one time. Selection is highly competitive; fewer than 10% of applicants are offered an internship.

While no formal training programme exists for staff, the interns and research staff are regularly invited to lectures and seminars conducted by external organizations.

### **3.3 Information for national policy formulation**

The Institute *supports the Foreign Policy Advisory Group* (FPAG), an informal group convened by the Minister of Foreign Affairs and Chairman of the Institute and co-chaired by two senior retired diplomats.

The FPAG meets monthly to discuss broader and more specific aspects of Sri Lanka's foreign policy. At the request of the Co-chairs of the FPAG, staff of the Institute conducts research and presents information to members of the FPAG at their meetings.

### **3.4 Forums for discussion and analysis**

The Institute provides regular *forums for discussion*, analysis and evaluation of research in strategic studies and international relations.

Some forums are initiated by Members of the Board and staff of the Institute. Others are *lectures by visiting dignitaries*, initiated by the Chairman of the Board or by senior officials of the Ministry of Foreign Affairs.

The signature lecture at the Institute is the annual Lakshman Kadirgamar Memorial Lecture, held in August each year, and delivered by a current or former governmental or intergovernmental leader.

Attendance at events is usually by invitation. Invitees normally include officials of the Ministry of Foreign Affairs, policymakers, academics, business executives, members of civil society, the diplomatic corps, and students. Events are occasionally open to the public and advertised on social media.

### **3.5 Repository and facilitation of information**

The Institute has a *library* of around 2,000 books relating to Sri Lanka's international relations and strategic interests.

Staff of the Institute study national and international developments on foreign policy, and report on this news via a *Daily Brief* published on the Institute's website and its social media.



The Executive Director and research staff contribute – on invitation and subject to their availability – as *speakers and participants* at seminars and other forums organized by external institutions.

### 3.6 External relations

The Institute has Memoranda of Understanding (MoUs) with similar institutions overseas. Ten MoUs are in force, including with two institutions in each of China, India and Pakistan. The Institute *receives delegations from partner institutions* who wish to visit and learn more about developments in Sri Lanka.

The Executive Director and staff of the Institute *meet with individuals and institutions* who wish to visit the LKI or who are interested in partnering with it. In addition, it regularly *liaises with the diplomatic corps* in Sri Lanka, in ‘goodwill’ meetings and to discuss potential programmes and events of interest to their missions and governments.

To widen its network of support, the Institute is also expanding its *contacts with the private sector*, especially those who are interested in the work of the Institute and may be willing to actively support it, both monetarily and otherwise.

As part of its recruitment exercise in late 2015, the Institute hired a Communications Manager, who is developing the communications policies and media relations of the Institute. The Communications Manager *maintains the website and social media* of the Institute, and is supervising the construction of a new website and online communication tools.

### 3.7 Training programmes

The sister institute of the LKI, the BIDTI, *conducts training programmes* for those recruited by the Ministry of Foreign Affairs (MFA) and offers diploma and certificate courses to the public on international relations.

The BIDTI is administered by a Director General who reports directly to the Board of Management of the LKI. Although sometimes confused, the BIDTI is a separate institution to the Bandaranaike Centre for International Studies (BCIS), which is a non-governmental institute established by the S.W.R.D. Bandaranaike National Memorial Foundation.

### 3.8 Financial governance

As part of its redevelopment, the Institute has committed itself to good financial governance. In 2015, it completed the Institute’s financial statements for 2012, 2013 and 2014 and is currently completing the financial statements for 2015.

### 3.9 Venue hire

The Auditorium, gardens and verandah of the main building of the Institute are made available for hire by outside parties.

## 4.0 STRATEGIC ANALYSIS



### 4.1 Objectives

Considering its mission and statutory functions, the main objectives of the Institute could be stated as follows:

1. To **deliver compelling, independent analyses** of Sri Lanka's strategic interests, which provide nationally and globally **influential insights** that advance justice, peace, prosperity and sustainability;
2. To be **recognized as the focal point in Sri Lanka for knowledge and discussion** of international relations, via its resident and nonresident research teams, events, library, online collections, and network of local and foreign partners; and
3. To **facilitate training and expertise in Sri Lanka** in international relations, via programmes at the BIDTI for the public and diplomats, and through in-house opportunities for research and programme staff.

### 4.2 Measurability of objectives

Achievement of each of the above objectives can be measured by several annual performance indicators, including:

- *Number of publications*, including working papers, articles, and commentaries;
- *Reputability of forums* in which publications appear, including peer-reviewed and globally ranked journals;
- *Rankings* in relevant surveys, including the Global Go To Think Tank Index Report;
- *Amount of funding* received from external sources;
- *Percentage of staff recruited with a master's degree* or above;
- *Number of international experts* speaking at lectures and other programmes;
- *Number of nonresident fellows employed in highly-ranked institutions overseas*;

- *Revenue from training programmes* at the BIDTI;
- *Number of written enquiries* received about potential collaboration or partnerships; and
- *Turnover* of research and programme staff.

### 4.3 Contextual analysis

A strategic plan to achieve the objectives identified in 4.1 above should take into account:

1. *Common characteristics* of leading think tanks;
2. *Trends* relating to the development of think tanks;
3. Consideration of the Institute's *stakeholders*; and
4. Current internal *strengths and weaknesses* of the Institute, as well as *opportunities and threats* for its growth.

Each of these contexts is considered below.

### 4.4 Characteristics of leading think tanks

The LKI is ranked 126<sup>th</sup> on the list of “Top Foreign Policy and International Affairs Think Tanks” in a global ranking of think tanks published in early 2016 (the 2015 Think Tank Index)<sup>1</sup>. This appears to be the first time that the Institute has been ranked on this index.<sup>2</sup>

The ranking criteria emphasize the quality of the think tank's governing body and leadership. In addition, some other common **characteristics** are evident among the first five think tanks on the list of “Top Foreign Policy and International Affairs Think Tanks”.<sup>3</sup> These include:

1. *High-profile trustees and advisors*, who help to raise the profile and financial support of the think tank, including among corporations, high-net worth individuals (HNWIs), governments and foundations;
2. Appointments of many honorary *Nonresident experts and visiting fellows* from universities and other external institutions, which multiply the volume and frequency of publications (the majority of experts attached to leading think tanks appear to be *Nonresident* and visiting fellows, rather than resident researchers);

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<sup>1</sup> See James G. McGann, 2015 Global Go To Think Tank Index Report, available at [http://repository.upenn.edu/cgi/viewcontent.cgi?article=1009&context=think\\_tanks](http://repository.upenn.edu/cgi/viewcontent.cgi?article=1009&context=think_tanks) (last viewed on 25.4.16)

<sup>2</sup> Some rankings are surprising and likely to be questioned. For example, Australia's highly-regarded Lowy Institute is ranked 64<sup>th</sup> of the “Top Foreign Policy and International Affairs Think Tanks”, and placed last of four Australian think tanks on that list.

<sup>3</sup> These top 5 think tanks include Chatham House (in the UK), Carnegie Endowment for International Peace, Brookings Institution, Council on Foreign Relations, and Center for Strategic and International Studies (all in the United States).

3. Programmes that reflect *newer foreign policy concerns* alongside traditional ones (in particular, each of the 5 “Top Foreign Policy and International Affairs Think Tanks” in the 2015 Think Tank Index have a focused programme on the *environment*);
4. *Membership programmes*, which offer different levels of access to exclusive events and meetings with experts; and
5. A wide range of *shorter, published products* aside from journals and books; including blogs, interviews, podcasts, transcripts of speeches, op-eds, reports, primary sources of governmental and intergovernmental documents, newsletters, and legislative testimony.

#### 4.5 Think tank trends

The 2015 Think Tank Index identifies a number of global **trends** affecting think tanks. The global trends most relevant to the Institute are noted below, alongside some trends that are specific to Sri Lanka.

1. Donors have moved away from providing general operating support to *project-specific funding*, forcing think tanks to raise a large number of *smaller grants* to cover the overall operation.
2. In addition to this global trend identified in the 2015 Think Tank Index, there is likely to be significantly *less funding from foreign governments in Sri Lanka* due to the categorical change of Sri Lanka’s economic status to a “middle income” economy.
3. Rapid technological change has intensified the demand for *immediate commentary* that is timely yet rigorous. This trend is pushing think tanks to become more focused on short-term issues and solutions, like the media and political actors. The best think tanks will be able to provide timely commentary that nevertheless offers *longer term solutions*.
4. Think tanks are facing more intense competition from the media, advocacy groups, consulting firms, and law firms. Policymakers now have only an average of 30 minutes a day to read, and more reading is done on mobile devices. These changes require think tanks to adopt *innovative, accessible communication strategies*, using modern graphic design and audiovisual technologies and *electronic formats* geared for social media.
5. Similarly, *books, journal articles and white papers are less likely to be read*, and even PDF formats are becoming as obsolete as print versions. The 2015 Think Tank Index cites a recent World Bank study that revealed that one-third of the World Bank’s PDF reports had never been downloaded.
6. Detailed analysis could lose significant ground to *big data*. Big data involves the computerized collection and analysis of large amounts of information to pinpoint critical data and trends. This will be more prevalent in countries without strong privacy laws.
7. In the global marketplace for knowledge and ideas, some think tanks have increased their reach by publishing in *more than one language* and, in particular, in their respective national language(s) and in English. Others require all senior researchers to be *active on social media* and write *regular posts* of 500-800 words for the think tank’s blog(s).

8. Think tanks are maximizing their audiences and networks by *collaborating more* with each other. Larger think tanks like Brookings and Carnegie are expanding globally, with presences in the Middle East and Asia and elsewhere. These may offer local think tanks in Asia further opportunities to expand their audiences.

#### 4.6 Stakeholders of the LKI

Stakeholder	Current relationship with the LKI	Stakeholder expectations and desired offerings from the LKI	Current offerings and relevant activities by the LKI
	*Listed below as <i>key</i> , <i>recognised</i> , and <i>less recognised</i> stakeholders	*Listed below as <i>frequent</i> , <i>regular</i> , or <i>occasional</i> expectations	
Ministry of Foreign Affairs	<ul style="list-style-type: none"> <li>► Key stakeholder</li> <li>► Primary source of financial support</li> <li>► Legislation requires a strong link with the MFA</li> </ul>	<p>Frequent research to inform policies and high-level discussions</p> <p>Frequent ability to meet with visiting delegations and to provide a forum for events with visiting dignitaries</p> <p>Frequent information and training that can help educate junior diplomats, and regular access to LKI events</p> <p>Regular accountability for grants and staff provided by MFA</p>	<ul style="list-style-type: none"> <li>- Research support to FPAG</li> <li>- Meetings with visiting delegations</li> <li>- Events with visiting dignitaries</li> <li>- Daily Brief of foreign policy news</li> <li>- Training at BIDTI</li> <li>- Invitations for events</li> <li>- Financial statements, and relevant reports and correspondence</li> </ul>
Other Ministries (e.g. Defence)	<ul style="list-style-type: none"> <li>► Recognised stakeholder</li> <li>► Potential source of non-financial support e.g. staff training</li> <li>► Underused source of official goodwill</li> </ul>	<p>Frequent ability to meet with foreign visiting delegations</p> <p>Regular access to events</p> <p>Regular receipt of foreign policy research and news</p> <p>Occasional requests for other research (e.g. on urban planning)</p>	<ul style="list-style-type: none"> <li>- Meetings with visiting delegations</li> <li>- Invitations to relevant events</li> <li>- Daily Brief of foreign policy news</li> </ul>



Stakeholder	Current relationship with the LKI  *Listed below as <i>key</i> , <i>recognised</i> , and <i>less recognised</i> stakeholders	Stakeholder expectations and desired offerings from the LKI  *Listed below as <i>frequent</i> , <i>regular</i> , or <i>occasional</i> expectations	Current offerings and relevant activities by the LKI
Diplomats	<ul style="list-style-type: none"> <li>► Recognised stakeholder</li> <li>► Underused source of financial support</li> </ul>	<p>Frequent access to events and occasional participation</p> <p>Regular receipt of foreign policy research and news</p> <p>Occasional meetings with Executive Director for updates on local foreign news and context</p> <p>Occasional provision of a forum for speakers and events of interest to their governments</p> <p>Occasional attendance of diplomatic events e.g. national day celebrations</p> <p>Occasional access to the Institute's library collection, with photocopying facility</p>	<ul style="list-style-type: none"> <li>- Invitations to attend events</li> <li>- Daily Brief of foreign policy news</li> <li>- Executive Director and staff meet with diplomats upon request</li> <li>- Board considers compelling proposals for speakers and events</li> <li>- Executive Director attends diplomatic events when practicable</li> </ul>
Foreign think tanks	<ul style="list-style-type: none"> <li>► Recognised stakeholder</li> <li>► Underused source of non-financial support (e.g. for non resident fellows, and audience expansion)</li> </ul>	<p>Regular receipt of research published by the Institute</p> <p>Occasional meetings with delegations traveling to Sri Lanka</p> <p>Occasional collaboration on research and outreach</p>	<ul style="list-style-type: none"> <li>- Meetings with visiting delegations</li> <li>- Board considers compelling proposals for MOUs and other partnerships</li> </ul>
Academics and other researchers	<ul style="list-style-type: none"> <li>► Recognised stakeholder</li> </ul>	<p>Frequent access to relevant events, as invitees or speakers</p>	<ul style="list-style-type: none"> <li>- Invitations to attend events and to speak at some events</li> </ul>

Stakeholder	Current relationship with the LKI  *Listed below as <i>key</i> , <i>recognised</i> , and <i>less recognised</i> stakeholders	Stakeholder expectations and desired offerings from the LKI  *Listed below as <i>frequent</i> , <i>regular</i> , or <i>occasional</i> expectations	Current offerings and relevant activities by the LKI
Academics and other researchers (continued)	<ul style="list-style-type: none"> <li>► Source of non-financial support for events</li> <li>► Potential source of research (e.g. as nonresident fellows)</li> </ul>	<p>Regular receipt of foreign policy research and news</p> <p>Occasional partnerships with their own programmes, to gain foreign policy perspectives, expand audience, and influence Foreign Ministry policy-making</p> <p>Occasional internships for students</p> <p>Occasional access to the Institute's library collection, with photocopying facility</p>	<ul style="list-style-type: none"> <li>- Daily Brief of foreign policy news</li> <li>- Board considers compelling proposals for partnerships</li> <li>- Internships offered on a competitive basis</li> </ul>
Foreign aid agencies, foundations and philanthropic HNWI's	<ul style="list-style-type: none"> <li>► Less recognised stakeholder</li> <li>► Potential source of financial support via grants for research</li> </ul>	<p>Occasional participation in their major developmental programmes, via relevant research provided by the Institute</p>	<ul style="list-style-type: none"> <li>- Board considers compelling proposals for partnerships and participation</li> </ul>
IGOs	<ul style="list-style-type: none"> <li>► Less recognised stakeholder</li> <li>► Potential source of financial support via grants</li> </ul>	<p>Regular access to relevant events</p> <p>Regular receipt of foreign policy research and news</p> <p>Occasional partnerships with their own programmes, to gain foreign policy perspectives, expand audience, and influence Foreign Ministry policy-making</p>	<ul style="list-style-type: none"> <li>- Invitations to attend most events</li> <li>- Daily Brief of foreign policy news</li> <li>- Board considers compelling proposals for partnerships</li> </ul>

Stakeholder	Current relationship with the LKI	Stakeholder expectations and desired offerings from the LKI	Current offerings and relevant activities by the LKI
	<i>*Listed below as key, recognised, and less recognised stakeholders</i>	<i>*Listed below as frequent, regular, or occasional expectations</i>	
Media	<ul style="list-style-type: none"> <li>► Less recognised stakeholder</li> <li>► Source of support in publicising the Institute (research, events, expertise and venue)</li> </ul>	<p>Frequent access to newsworthy events</p> <p>Regular press releases and commentary on foreign affairs, in English, Sinhala and Tamil</p> <p>Occasional interviews with the Institute's senior research staff, on reported foreign policy issues</p>	<ul style="list-style-type: none"> <li>- Invited to attend most events</li> <li>- Press releases are distributed for events</li> </ul>
Private sector executives	<ul style="list-style-type: none"> <li>► Less recognised stakeholder</li> <li>► Potential source of financial and non-financial support</li> </ul>	<p>Regular access to events that are relevant to business and CSR interests</p> <p>Regular updates of foreign policy research and news relevant to business interests</p> <p>Occasional meetings with research directors and fellows on topics relevant to their business</p> <p>Occasional meetings with visiting high-profile speakers</p>	<ul style="list-style-type: none"> <li>- Invited to attend most events</li> <li>- Daily Brief of foreign policy news</li> </ul>
INGOs in Sri Lanka	<ul style="list-style-type: none"> <li>► Less recognised Stakeholder</li> <li>► Underused source of financial and non-financial support, including for experts and speakers</li> </ul>	<p>Frequent access to relevant events</p> <p>Regular receipt of foreign policy research and news</p> <p>Occasional partnerships with their own programmes, to gain foreign policy perspectives, expand audience, and influence Foreign Ministry policy-making</p>	<ul style="list-style-type: none"> <li>- Invited to attend most events</li> <li>- Daily Brief of foreign policy news</li> <li>- Board considers compelling proposals for partnerships</li> </ul>

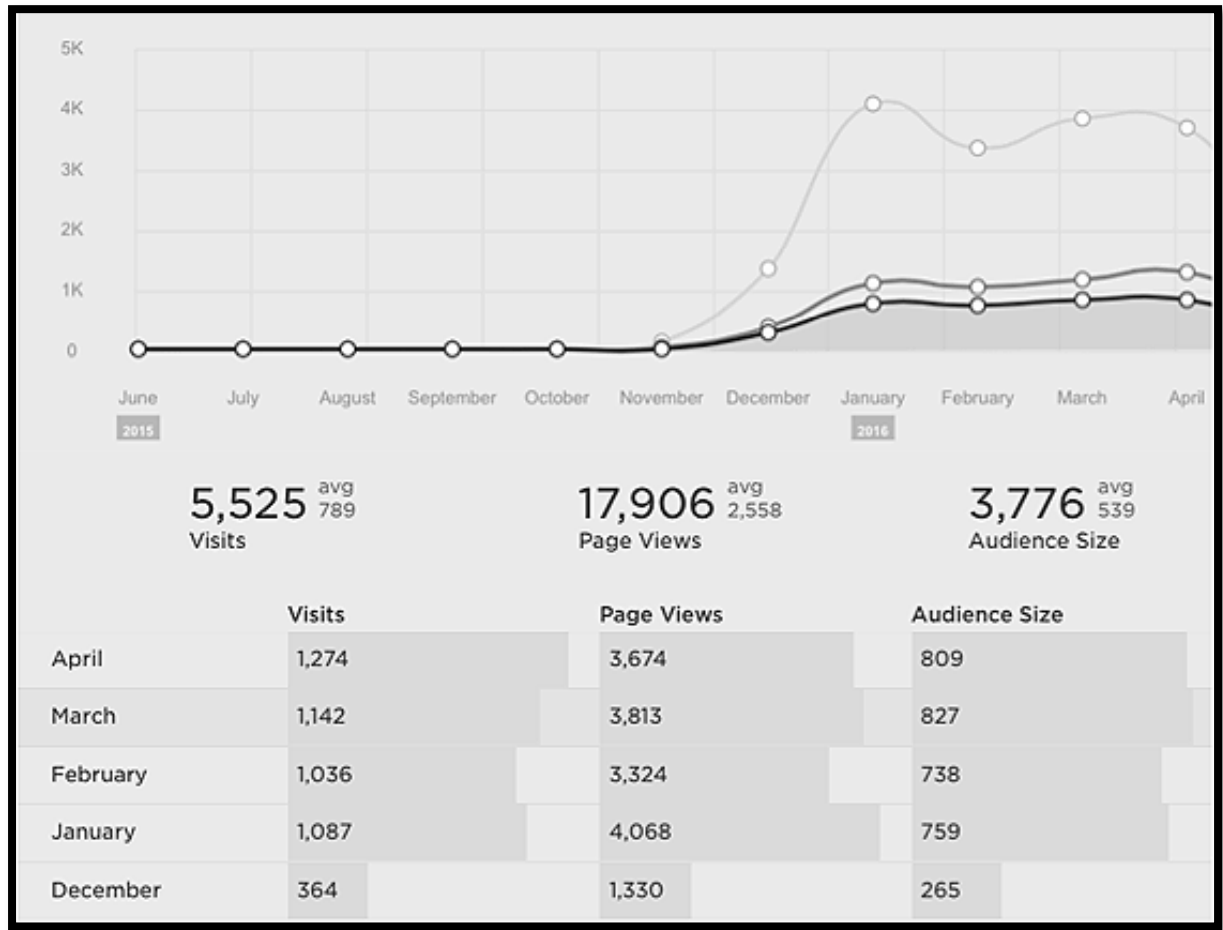
Stakeholder	Current relationship with the LKI  *Listed below as <i>key</i> , <i>recognised</i> , and <i>less recognised</i> stakeholders	Stakeholder expectations and desired offerings from the LKI  *Listed below as <i>frequent</i> , <i>regular</i> , or <i>occasional</i> expectations	Current offerings and relevant activities by the LKI
Non profits in Sri Lanka (e.g. local think tanks, NGOs, Chambers of Commerce)	<ul style="list-style-type: none"> <li>► Less recognised Stakeholder</li> <li>► Underused source of financial and non-financial support, including for experts and speakers</li> </ul>	<p>Frequent access to relevant events</p> <p>Regular receipt of foreign policy research and news</p> <p>Occasional partnerships with their own programmes, to gain foreign policy perspectives, expand audience, and influence Foreign Ministry policy-making</p>	<ul style="list-style-type: none"> <li>- Invited to attend most events</li> <li>- Daily Brief of foreign policy news</li> <li>- Board considers compelling proposals for partnerships</li> </ul>
Students and members of the public	<ul style="list-style-type: none"> <li>► Less recognised stakeholder</li> <li>► Potential source of non-financial support as interns and as attendees of less high-profile events</li> <li>► Potential source of financial support as customers hiring event spaces at LKI</li> </ul>	<p>Occasional access to events</p> <p>Regular receipt of foreign policy news, in highly accessible formats</p> <p>Access to the meeting spaces, heritage building, and gardens of the Institute</p> <p>More student-friendly and publicly accessible events e.g. a foreign policy film festival</p> <p>Occasional access to the library, with photocopying facility</p>	<ul style="list-style-type: none"> <li>- Invited to attend some events</li> <li>- Daily Brief of foreign policy news</li> <li>- Auditorium and other spaces are available for hire</li> </ul>

#### 4.7 Institutional analysis

The above stakeholder analysis indicates that the Institute has many strengths and potential opportunities, especially because of its unique relationship with the MFA. These include the ability to access *up-to-date information from the MFA*, draw *distinguished experts*, host *high profile events*, offer *sought after research positions and internships*, and *inform and influence foreign policy*.

The relatively high number of site visits and page views on the Institute’s website even at an early stage of its redevelopment indicate *a potentially wide audience* for products related to foreign policy. See **Graph 1 below**. However, if the Institute does not capitalize on the market, other competitors may move in.

**Graph 1: Number of website visits, page views, and audience size per month<sup>4</sup>**  
for [www.kadirgamarinstitute.lk](http://www.kadirgamarinstitute.lk)



Data as of 11<sup>th</sup> May 2016

— Page views per month      — Site visits per month      — Audience size per month

The expectations and potential of the Institute have not been fully realised because of its *limited financial resources*. The annual budget is approximately Rs. 24 million LKR. This includes a grant of Rs. 15 million from the MFA, and approximately Rs. 9 million LKR of income from venue hire and interest earned on deposits.

The current budget is inadequate to afford the personnel and other resources required to develop an active and competitive think tank. These resources include senior researchers and staff who are skilled in fundraising, public relations, digital media and technology, as well as funding for staff development, online research databases, and design software.

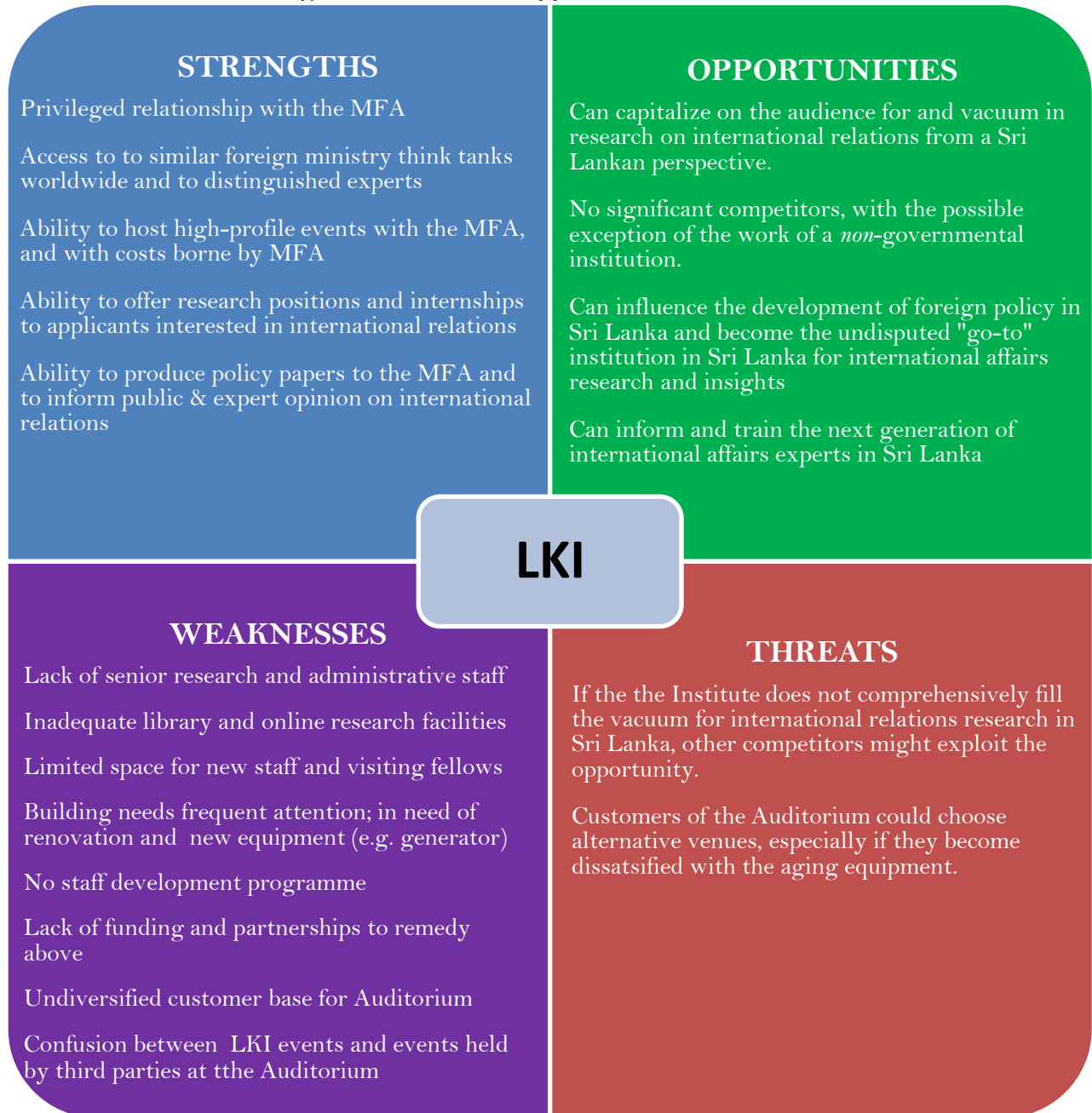
<sup>4</sup> A well established, active think tank in Sri Lanka would expect to receive around 4,500 site visits and 7,500 page views per month.



As a comparator among developing countries in the region, the Indian Council of World Affairs (India's equivalent of the LKI) has an annual budget of around Rs. 219 million LKR. The Indian government also funds a defence think tank, the Institute for Defence Studies and Analysis, which has a budget of approximately Rs. 305 million LKR and employs around 60 researchers.<sup>5</sup>

The institutional analysis detailed above can be summed up in the following grid of Strengths, Weaknesses, Opportunities and Threats (SWOT) of the LKI.

**Grid 1: Strengths, Weaknesses, Opportunities and Threats of the LKI**



<sup>5</sup> Prashant Jha, "India's most influential think-tanks," *Hindustan Times*, 16 August 2015. Note that the ICWA and IDSA are ranked 115<sup>th</sup> and 116<sup>th</sup>, respectively, on the list of "Top Foreign Policy and International Affairs Think Tanks" published by the 2015 Think Tank Index (the LKI is ranked 126<sup>th</sup>).

#### **4.8 Conclusion of strategic analysis**

Given that funding from the Sri Lankan government is unlikely to significantly increase in the near future, the Institute must focus on securing immediate funding and financial sustainability from other sources, in order to realise its strategic objectives identified in paragraph 4.1 above and the expectations of stakeholders listed in paragraph 4.6. The relevant steps are outlined in the three-year plan below.

## 5.0 THREE-YEAR PLAN



From 2016 to 2018, the Institute will work towards realizing its strategic objectives and the expectations of its stakeholders, via its *programmes, people, partnerships, and infrastructure*.

The Institute's strategies can be summarised in the following 10-point plan.

### I. High-Impact Programmes

1. Establish immediate *research programmes* in two broad areas of priority, and plan for the establishment of future programmes;
2. Develop diverse and deliverable *product offerings*, both within and across programmes;
3. Formulate and apply a *media and communications plan*, to maximize the impact of products, recruit talented staff, and raise visibility among potential supporters;

### II. Talented People

4. Engage *external experts*, by appointing the International Relations Advisory Council, and developing programmes for nonresident and visiting fellows;
5. Recruit *resident staff*, including a Deputy Director, and researchers and programme staff supported by external funding;
6. Adopt a *staff handbook* that clarifies procedures for promotion, opportunities for training, and other personnel matters;

### III. Valuable partnerships

7. Establish clear processes to receive *external funding*, and develop *partnerships* that will generate human resources, content, new audiences, and a higher profile;
8. Establish an income-generating *membership programme* for institutions, and plan for the later introduction of a membership programme for individuals;

### IV. Vital Infrastructure

9. Enhance the *research facilities* of the Institute, including accessible online databases, and a functional library for staff and members; and

10. Renovate and purchase income-generating *infrastructure and equipment*, and plan for the later renovation of the main building and a new building on site.

## 5.1 Research Programmes

The governing legislation provides that the Institute will be dedicated to the study of Sri Lanka's international relations and strategic interests in defence, national security, law, economics, cultural relations, agriculture and the environment.

As it is not feasible to create separate research programmes on each of these aspects, there will initially be two broad programmes – on “Global Governance” and the “Global Economy”, respectively. The Global Economy programme will be entirely supported by external funding.

### *Global Governance programme*

The Global Governance programme will cover issues relating to Sri Lanka's international relations, international law and security. These could include maritime issues, cyber security, transitional justice and international human rights norms, Sri Lanka's role in the UN, as well as its cultural relations in sports, religion, and the arts.

### *Global Economy programme*

The Global Economy programme reflects the shifting emphasis in international relations – in Sri Lanka and elsewhere – to economic diplomacy. This programme will generate analysis of Sri Lanka's trade, foreign investment and tourism, including on initiatives to reposition Sri Lanka as an economic hub of the Indian Ocean region.

While each researcher will be “housed” within one programme, they will be able (and expected) to work collaboratively across programmes. Cross-cutting issues include energy security and the environment, the diaspora, migrant workers, and Sri Lanka's relations with particular regions and countries such as the EU, India and China.

### *Additional programmes from 2017*

In 2017 and 2018, additional research programmes may be established that are externally funded. For example, given that environmental issues feature prominently in CSR initiatives of the private sector in Sri Lanka, companies may be willing to support a programme on climate change and energy security.<sup>6</sup>

## 5.2 Product Offerings

Researchers and programme staff will aim to generate publications and other products that are valued by a range of stakeholders, including by the MFA, other ministries, the diplomatic community, private sector, academics, civil society, students and other members of the public, and the media.

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<sup>6</sup> Most of the world's leading think tanks have a research programme on environmental and energy issues. These include Chatham House (which has a department on “Energy, Environment and Resources”), the Carnegie Endowment for International Peace (which features a programme on “Energy and Climate”), and the Center for Strategic and International Studies (which has a programme on “Energy and Sustainability”).

The Institute will continue to host regular *events and forums* for discussion of issues relating to Sri Lanka's international relations, featuring global thought leaders and policymakers. Likewise, it will continue to deliver an online *news brief* of local and global news relating to foreign policy.

The Institute will also continue to receive *visiting delegations*. It will, however, begin requesting a written or verbal interview with a member of each delegation. The interviews will feature questions on the current affairs of the delegate's home country and/or on its relations with Sri Lanka, and will result in a *publication or podcast* online. These products will ensure that the expertise and insights of delegations reach a wider audience than the few staff at the Institute who meet visiting delegations.

A substantial product in 2016-2017 will be a holistic and systematic review of Sri Lanka's foreign policy. This will involve convening a *Foreign Policy Forum* of selected scholars and experts, to be followed by a *edited volume* of their analyses of key aspects of Sri Lanka's foreign policy. There will be executive summaries, podcasts and other *accessible abridgements* of this volume for broader distribution to a non-academic audience, including via online networks.

From 2017, the existing news brief will be complemented by the publication of a monthly (i) *foreign policy news roundup in Sinhala/Tamil* for the local media, and (ii) curated *digest of publications* on Sri Lanka by academics and think tanks around the world. The former will aim to provide a measured, empirically-driven report of Sri Lankan foreign policy in the national languages. The latter will seek to increase awareness in Sri Lanka about research published overseas on Sri Lankan policy issues.

The research and programmes team will also produce and style a series of occasional/working papers and commentaries, as well as an annual journal or similar publication that features the year's best such publications or speeches at the Institute. The programmes team will from early 2017 produce a semi-annual newsletter of the Institute's activities which will be distributed by mail and online.

In January 2018, the Institute plans to host a Foreign Policy Film Series. This would be a cultural event open to the public – aimed at generating broader awareness and discussion of foreign affairs – in a relaxed and amiable setting. The films would be shown on an outdoor screen and in inclement weather, in the Auditorium.

The senior staff of the Institute, together with the Board, will develop a plan by the first half of 2017 to generate income via some of the Institute's products. For example, some events and digests can be made available on a paid basis, after their product features are refined and their market appeal is established.

### 5.3 Media and Communications

The two main objectives in 2016 will be (i) the formulation of a media and communications plan for the Institute and, as the first implementation of that plan, (ii) the launch of an engaging and user-friendly website, comparable in its features and design to the websites of leading think tanks overseas.

The fulfilment of these objectives will be driven by the Communications Manager, working together with the Executive Director, the Board of Management and J. Walter Thompson, a leading communications and advertising company that is providing *pro bono* advisory services on the Institute's branding.



The media and communications plan will strategize a number of key needs for the Institute, taking into account the think tank trends discussed in paragraph 4.5 above and stakeholder analysis in paragraph 4.6. Key needs of the Institute include:

- Redeveloping the Institute’s brand, including its standard abbreviations and logos;
- Differentiating and maximizing the impact of its various products, including research products (e.g. briefings, reports, books, podcasts), informational products (e.g. newsletters, press releases, annual reports), and services (e.g. venue hire).
- Safeguarding the trademarks and other intellectual property of the Institute;
- Differentiating between institutional positions (if any) of the LKI and the publications and views of its resident and nonresident personnel;
- Expanding the reach of the Institute online, including on social media;
- Planning how to respond to adverse publicity relating to the Institute or its personnel;
- Increasing the interest of the media, whose support is currently assured only for events attended by the Chairman; and
- Informing and engaging potential financial supporters and members, especially in the private sector, diplomatic and donor communities, and among HNWIs.

After it is adopted by the Board, the media and communications plan will be implemented through 2017 and 2018. As preliminary steps, the Institute has subscribed to the AP Stylebook, to establish consistency of writing style in all publications. The Institute has also subscribed to ‘Depositphotos’, for lawful access to high-quality images in its research and other products.

## 5.4 External experts

As noted in paragraph 4.4 above, leading think tanks draw heavily on external experts, whom they engage as honorary advisors, nonresident fellows and visiting fellows. These external experts raise the profile of think tanks, broaden the network of support, and generate additional published content.

### *International Relations Advisory Council*

In 2016, the Institute will appoint establish and appoint 5 members to its International Relations Advisory Council. This is required by the governing legislation, which provides:

“The Board shall appoint a Council named the “International Relations Advisory Council” (hereinafter referred to as the “Council”), which shall comprise five persons who have achieved international eminence in areas related to defence, diplomacy, international relations, law, national security, economics, agriculture and environment. The Council shall advise the Board on matters pertaining to the Institute either on its own motion or when so requested by the Board.”

The Council will ideally reflect a diversity of expertise and sectors. This will enrich the guidance it provides to the Institute and will also widen the range of potential supporters of the Institute. The Council should include one member with expertise and high standing in the private sector.

#### *Nonresident and Visiting Fellows*

The Institute will work as quickly as possible to develop effective models for a Nonresident Fellows and Visiting Fellows programme. This will enable the appointment of a limited number of active researchers as Nonresident Fellows, and the acceptance of occasional Visiting Fellows on a self-funded basis, beginning in 2017.

The appointment of nonresident and visiting fellows is critical to increasing the profile and impact of the Institute. The *majority* of research fellows at many prominent think tanks worldwide are nonresident or visiting fellows. For example, in 2012, there were 333 fellows at the Brookings Institution, and 204 (over 60%) of these were nonresident fellows.<sup>7</sup>

Nonresident fellows are usually academics, retired senior officials, or resident fellows in other think tanks. Nonresident fellows enable think tanks to be more prolific than with only resident researchers. They do this by providing summaries of and links to research that they have published in journals and other media, and by offering fresh commentary on that research.

In return, a nonresident position at a think tank helps academics to disseminate their research among policymakers, thereby increasing the possibility that their research will be implemented into practice. For retired senior officials, a nonresident position enables them to stay engaged and relevant in policymaking circles even after they step down from their regular careers.

The Institute is currently identifying potential nonresident fellows, a process which will be finalized with the input of the Board and the Council (once appointed). The Institute could encourage potential visiting fellows by informally advertising itself to overseas academics as a sabbatical opportunity in Sri Lanka, and by partnering with appropriate organizations such as the U.S.-Sri Lanka Fulbright Commission.

## **5.5 Resident Staff**

The Institute currently employs as many research staff as it can support without external funding. Additional research staff will be recruited after the realization of external funds, including for the Global Economy programme in 2016 and for other programmes from 2017.

The Institute will recruit a Librarian and a Deputy Director in 2016. The Deputy Director will oversee the financial and other operations of the Institute, including the management of grants and other income, auditing of financial accounts, venue hire, infrastructure and equipment, personnel matters, the renovation of the building, and future membership programmes.

This role of Deputy Director, as well as the role of Director of Research - Global Governance, is currently filled by the Executive Director. After the appointment of a Deputy Director, the Executive Director will focus on expanding the Institute's network of support and on

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<sup>7</sup> Huns Gutbrod, *The Brookings Institution: What Do The Numbers Tell Us?*, at <https://onthinktanks.org/articles/the-brookings-institution-what-do-its-numbers-tell-us/> (last viewed on 15.5.16).

strategizing its research and communications agendas with the Directors of Research and with the Communications Manager.

The Executive Director will prioritize external funding for the position of Director of Research – Global Governance from 2017. Appointment of a dedicated Director of Research – Global Economy will enable the necessary closer supervision of junior researchers, which will in turn significantly increase the research output of the Global Governance programme.

The Executive Director will work to establish fully-funded internship and graduate fellowship programmes beginning in 2017, in collaboration with local and foreign universities in Singapore, India, China, Australia, the United Kingdom and United States.

## 5.6 Staff Handbook

The Institute is developing its own staff handbook, for approval by the Board in early 2017. The handbook will take into account *inter alia*, (i) industry standards for personnel in universities, think tanks and other research institutions, and (ii) technologically advanced and user-friendly personnel procedures, which will reduce paperwork to the extent practicable.

The staff handbook will outline guidelines and procedures on various matters, including on leave, promotion, outside practice, opportunities for staff training and development, employment visas for non-Sri Lankan staff, and policies on nonresident and visiting fellows.

Given that there are currently no significant resources for staff training and development, and that such resources are critical for staff retention, the Executive Director will prioritize the obtaining of external funding and support for such opportunities.

## 5.7 External Funding and Partnerships

The Executive Director will work with the Board to generate funding and partnerships that advance the mission of the Institute and which fulfil four additional criteria:

1. Represent a *diversity* of well-regarded institutions, countries and other sources;
2. Satisfy high ethical standards, including *transparency* and donor commitment to the *independence of research*;
3. Generate *sustainable, long-term* funding, to the extent possible; and
4. Result in a net benefit to the Institute's *human resources, published content, research facilities* and *institutional profile*, to the extent practicable.

With regard to external funding, for example, the Institute will prioritize funding that will support additional resident researchers and programme staff. Correspondingly, it will be cautious in receiving funds for a seminar or project that will expend scarce human resources without significantly adding to the published content and profile of the Institute.

With regard to partnerships, whether via MoUs or other arrangements, the Institute will revisit existing partnerships and develop new partnerships that contribute content, human and other resources, and which can help grow audiences and profile. The Board will adopt

guidelines for future MoUs that reflect these aims. It should, for instance, be cautious in entering into MoUs with think tanks without a significant international research profile.

## 5.8 Membership Programme

The Executive Director, Deputy Director and Communications Manager will work to develop attractive, income-generating membership programmes, initially for institutions and subsequently also for individuals. It is expected that the institutional membership programme will be established with Board approval in 2017 and the individual programme in 2018.

The governing legislation of the Institute provides for a membership programme, as follows:

“(1) The Board may from time to time admit as members of the Institute, such persons as the Board considers suitable for admission as members.

(2) The Board shall make rules setting out the criteria for membership, the different classes and categories of members (including Honorary members and Affiliated members), the method and manner of admission of members, the structure of fees to be paid by members, the rights of members including the right to vote, the obligations of members of each class or category and the manner in which persons shall cease to be members of the Institute.”

The membership programmes will be developed after studying equivalent programmes adopted by leading think tanks. Target institutional members will include diplomatic missions, MNCs and other companies, intergovernmental and nongovernmental institutions, chambers of commerce and other professional associations, and university faculties.

Membership would normally be application, with exceptions for significant financial supporters of the Institute. Target individual members will include postgraduate students, retired business leaders and senior officials, non-working spouses with an interest in international affairs (including in the expatriate community), and employed individuals whose companies or organizations have not subscribed for institutional membership.

## 5.9 Research Facilities

The immediate priority in 2016 is to establish a functional library, which can be made available to members in 2017 and which will be supplemented by access to an online research database.

### *Library Collection*

The Institute will hire an experienced librarian who, with the assistance of an intern, will work to catalogue the library's books by the end of 2016. The Librarian will also be responsible for establishing security and lending protocols to protect the library collection, and for digitizing the collection to the extent lawfully permitted.

After security and lending protocols are established, which is expected by early 2017, Board members, staff and fellows of the Institute may be permitted to borrow standard items from the library collection. It is expected that some books will remain reference-only items, and that external parties (e.g. members) will only be permitted to use the library only for reference.

The Librarian will be responsible for developing procedures for using the library, bearing in mind that the library currently also serves as a meeting space. Photocopying facilities will be

made available for members and guests. This will provide a small source of income that can be reinvested in the library.

Together with the Executive Director and other staff, the Librarian will plan the development of the library, focusing on aspects that will be valued by the Institute's stakeholders. For example, it has been suggested that the Institute's library should become a digital depository of all trade and other bilateral agreements signed by the Sri Lankan government, as copies of such agreements can be difficult to find.

As an interim measure to the establishment of a functional library, the Institute has purchased an organisational membership for 2016 at the British Council library in Colombo, at a nominal cost. This allows research and programme staff, including interns, to borrow books from the British Council library and to electronically access some materials when visiting its premises.

#### *Access to an Online Research Database*

The Executive Director will work as soon as possible to secure external funding for an organizational subscription to an online research database (e.g. LexisNexis) of academic journals and international news outlets. Access to such a database is commonplace in research institutions overseas.

At an estimated cost of Rs. 1 million LKR a year, it is currently prohibitively expensive for the Institute to purchase a subscription to an online research database. The Institute will aim to secure access to such a database by the end of 2016.

## **5.10 Infrastructure and Equipment**

The Institute features a landmark, heritage main building, but it lacks modern facilities. In 2016, it will receive a grant from the MFA of Rs. 5 million for capital expenditure, an amount which is projected to increase marginally in 2017 and 2018.

The immediate priorities for capital expenditure will be on purchasing new equipment required by staff and on renovating existing equipment that can contribute to the income to the Institute. In 2016, this will include purchasing new computers for recently hired and incoming staff, and replacing the air conditioning in the Auditorium, which is hired out to third parties.

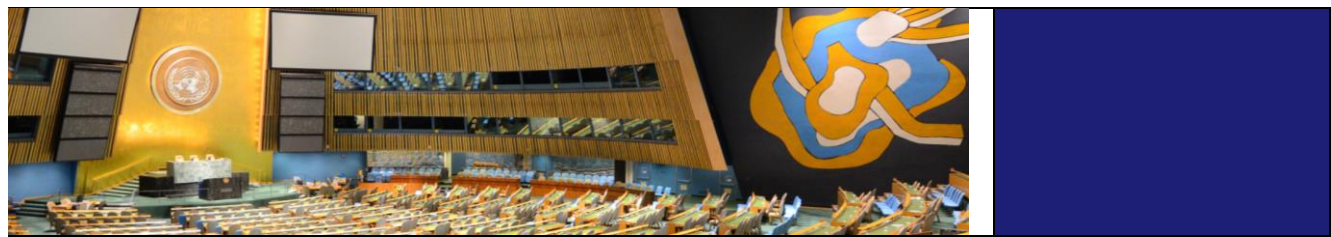
By 2017, the Institute will purchase a videoconferencing facility that can be used for presentations by keynote speakers overseas; including for income-generating exclusive briefings by overseas speakers to the Institute's members. Other priorities in 2017 will include replacing the air conditioning in the Boardroom and offices of the Institute, and purchasing software to enable the production of visually high-impact publications.

In 2017 and 2018, the Institute will need to obtain external funding or negotiate additional funding from the MFA for three larger projects:

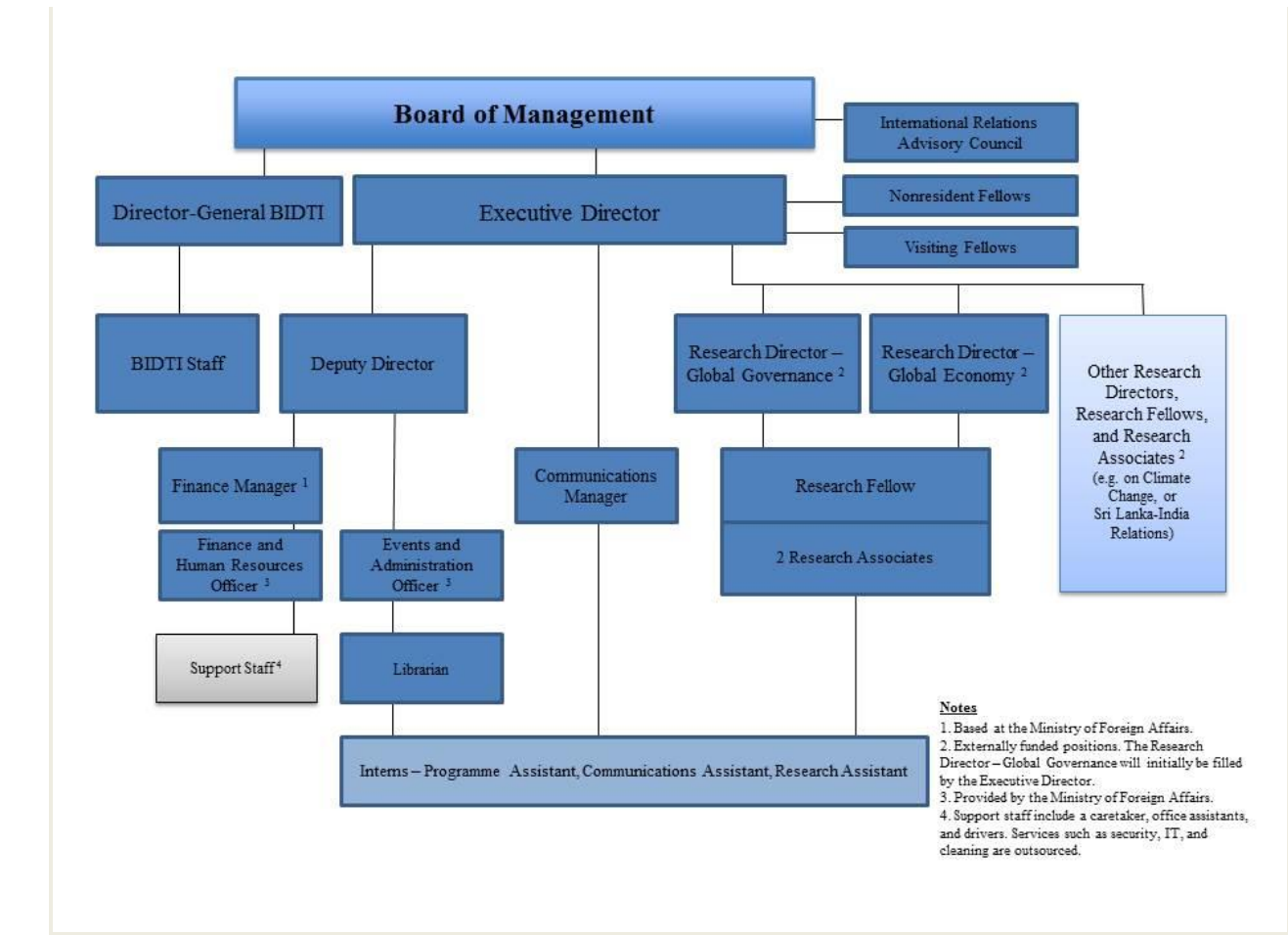
1. Replacing the old generator for the premises;
2. Fully renovating the main building; and
3. Constructing a separate building on the premises for a dedicated library and other (especially income-generating) facilities.



## 6.0 ORGANIZATIONAL STRUCTURE



The Institute will be organized as follows:





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