

NATIONAL ANTI-CORRUPTION ACTION PLAN- SRI LANKA



2025-2029



INTEGRITY FOR SRI LANKA

**National Anti-Corruption Action Plan
2025-2029**

Approval of the Cabinet of Ministers has been granted for the National Anti-Corruption Action Plan 2025-2029 via the Cabinet Decision No. 25/0482/801/008 dated 24.03.2025.

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Commission to Investigate Allegations of Bribery or Corruption

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INTEGRITY FOR SRI LANKA

National Anti-Corruption Action Plan 2025-2029

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COMMISSION TO INVESTIGATE ALLEGATIONS OF BRIBERY OR CORRUPTION

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MESSAGE FROM THE PRESIDENT OF THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA

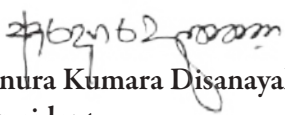
I am pleased to present this message for the **National Anti-Corruption Action Plan 2025-2029**, a crucial initiative in our government's mission to eradicate bribery and corruption, which have deeply embedded Sri Lanka's social fabric. This plan also seeks to restore the economic opportunities lost due to the country's poor performance in corruption indicators.

Despite more than seven decades of independence, Sri Lanka has yet to attain the status of a developed nation. Our government, dedicated to building a modern and economically resilient Sri Lankan state, carries the critical responsibility of identifying and eradicating corruption at its core. Establishing a fair and accessible judicial system, ensuring the independent and efficient administration of justice, and strengthening public confidence in the legal process are fundamental to upholding the rule of law. While significant initial steps have been taken, the performance of the **Commission to Investigate Allegations of Bribery or Corruption (CIABOC)**, the key institution in the fight against corruption, is directly tied to the government's broader objectives of eliminating bribery and corruption.

The government aspires to foster a truly ethical society grounded in transparency, responsibility, and accountability, thereby realizing the 'ethical objectives' of the **Clean Sri Lanka** program. This initiative, guided by the vision of '**Beautiful Island, Smiling People**,' represents a key step toward achieving lasting integrity and good governance. To fulfill this vision, it is essential to effectively implement the

four core strategies of the National Anti-Corruption Action Plan and ensure the successful execution of all related activities. This responsibility extends across the entire administrative hierarchy, from line ministries to regional institutions. The CIABOC is tasked with overseeing implementation, monitoring progress, and ensuring accountability. The success of this action plan ultimately depends on the unwavering commitment of all institutions involved.

I extend my sincere appreciation to all officials who have contributed to the formulation of this plan, as well as to those who provided valuable insights and recommendations. I also express my gratitude to the international agencies and their representatives for their steadfast support. It is our collective responsibility to position Sri Lanka among the leading nations in the fight against corruption. Ultimately, the true measure of our success will be reflected in the improved lives of all Sri Lankans, including the countless individuals living in remote villages who, despite financial hardships, continue to contribute to state revenue.


Anura Kumara Disanayake
President
Democratic Socialist Republic of Sri Lanka
28th March, 2025

MESSAGE FROM THE COMMISSIONERS OF THE COMMISSION TO INVESTIGATE ALLEGATIONS OF BRIBERY OR CORRUPTION

The eradication of corruption is a cornerstone for sustained economic growth, social progress, and political reform of any nation. Strengthening governance and preventing corruption remain critical priorities for the Government of Sri Lanka, which is deeply committed to addressing bribery and corruption across all sectors. These efforts are vital for fostering economic stability, promoting transparency, enhancing accountability, and rebuilding public trust in the government.

Sri Lanka benefits from a solid legal and regulatory framework designed to combat bribery and corruption. However, to maximize the effectiveness of these efforts, it is crucial to establish a unified, national strategy that covers all public sector institutions.

The CIABOC holds the primary responsibility for leading the country's anti-corruption initiatives. With the enactment of the Anti-Corruption Act No. 09 of 2023, the Commission's mandate has been significantly expanded. Beyond investigating and prosecuting corruption-related offenses, the Commission is now entrusted with the broader role of developing, implementing, and regulating anti-corruption policies aimed at eradicating corruption throughout the nation.

In line with the Government's "Clean Sri Lanka" initiative, which seeks to enhance Sri Lanka's economic, social, and governance standards, it is of utmost importance to develop and enforce a comprehensive national anti-corruption policy that integrates all sectors of society.

In accordance with the obligations under Article 5 of the United Nations Convention against Corruption (UNCAC), Sri Lanka formulated and implemented its first National Action Plan for

Combating Bribery and Corruption for the period 2019-2023. Following a thorough review of this plan, a new National Anti-Corruption Action Plan (NACAP) for 2025-2029 has been developed with the active participation of local and international stakeholders. This new plan aims to enhance the effectiveness of anti-corruption efforts in Sri Lanka from 2025 onward.

The NACAP 2025-2029 is structured around four core strategies: Prevention Measures, Education and Community Engagement, Institutional Strengthening and Enforcement, and Law and Policy Reforms.

The successful implementation of this plan requires the active cooperation of all sectors, including ministries, departments, the public and private sectors, civil society, and other stakeholders.

By fully implementing the NACAP approved by the Cabinet of Ministers, we aim to foster a society where corruption is unequivocally rejected, where there is a strong political will to support anti-corruption efforts, and where effective legal and institutional frameworks are in place to uphold integrity. With the active participation of all sectors, we are confident that we can build a just, equitable, and prosperous future for generations to come-one that is free from corruption and grounded in integrity.

Justice W.M.N.P. Iddawala, Chairman

K.B. Rajapaksa, Commissioner

Chethiya Gunasekara P.C, Commissioner

Commission to Investigate Allegations of Bribery or Corruption,
Sri Lanka

LIST OF ACRONYMS AND ABBREVIATIONS

AD	Asset Declaration
BOI	Board of Investment
CIABOC	Commission to Investigate Allegations of Bribery or Corruption
CID	Criminal Investigation Department
CIDA	Construction Industry Development Authority
COPA	Committee on Public Accounts
COPE	Committee on Public Enterprises
CSR	Corporate Social Responsibility
CPI	Corruption Perception Index
CSO	Civil Society Organization
DG	Director General
EFC	Employers' Federation of Ceylon
FIU	Financial Intelligence Unit
FCID	Financial Crimes Investigation Division
GOSL	Government of Sri Lanka
GSP+	Generalized System of Preferences
ICT	Information and Communication Technology
ICTA	Information and Communication Technology Agency of Sri Lanka
LG	Local Government
MOU	Memorandum of Understanding
NAO	National Audit Office
OECD	Organization for Economic Co-operation and Development
OGP	Open Government Partnership
PA	Public Announcement
PSC	Public Service Commission

LIST OF ABBREVIATIONS

MOFA	Ministry of Foreign Affairs
MOPA	Ministry of Public Administration
MOLG&PC	Ministry of Local Government and Provincial Councils
NACAP	National Anti-corruption Action Plan 2025-2029
NAP	National Action Plan for Combatting Bribery and Corruption 2019-2023
NIS	National Integrity Study 2014
PEFA	Public Expenditure and Financial Accountability
POCA	Proceeds of Crimes Act
SLIDA	Sri Lanka Institute of Development Administration
SLILG	Sri Lanka Institute of Local Government
SDG	Sustainable Development Goals
SEC	Securities and Exchange Commission
SOP	Standard Operating Procedure
StAR	Stolen Assets Recovery Initiative
STAR	Presidential Task Force on Asset Recovery
TEC	Technical Evaluation Committee
TOR	Terms of Reference
RTI	Right to Information
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
UNCAC	United Nations Convention Against Corruption

VISION

In order to elevate Sri Lanka to greatness by creating a generation endowed with pride and integrity.



PROLOGUE

“Integrity, transparency and the fight against corruption have to be part of the culture. They have to be taught as fundamental values”,

Angel Gurria, OECD Secretary General

The reasons behind Sri Lanka’s current state need not be elaborated, as it is clear that various factors have contributed. However, one of the most significant of these is the rise of bribery and corruption. Following independence, these practices became increasingly prevalent within Sri Lankan society, eventually becoming normalized that they were viewed as inherent parts of the social fabric. As a result, when examining the nation’s history, it is evident that bribery and corruption emerged prominently as the values that once characterized ancient Sri Lankan society gradually eroded. In the developed countries of the world, values such as integrity, transparency, accountability, and the fight against corruption have long been fundamental to society, even before the rise of advanced cultures. A study of history reveals that Sri Lanka also once held these values in high regard. Therefore, these principles are not foreign to Sri Lankan culture. What has occurred, however, is that bribery and corruption have gradually become ingrained in society, overshadowing these core values.

It is clear that the Anti-Corruption Act No. 09 of 2023 has been drafted to re-establish the values mentioned above in Sri Lanka in line with international standards. The primary objective of the Act goes beyond merely prosecuting and punishing individuals who commit bribery or corruption



offenses. Its aim is to reinstate these values in society, thereby creating a situation where the community itself actively opposes bribery and corruption. This indicates that the Act's success depends on more than just the government or a single institution; rather, it is a shared responsibility for all members of society.

To ensure that everyone contributes to achieving the Act's objectives, a National Action Plan should be implemented in unity with the law's goals. The purpose of the National Action Plan is to realize the objectives of the Anti-Corruption Act through collective efforts within a clearly defined policy framework. Although the Commission has taken the lead in drafting the five-year NACAP for 2025-2029, it is a plan created with the involvement of all sectors of society. Therefore, its successful execution is a responsibility that falls on all parts of society.

The NACAP, carried out during the five-year period from 2025 to 2029, seeks to transform the public into a force that actively works to rid Sri Lanka of corruption and bribery. It also aims to foster a society rooted in integrity by strengthening the moral core of each individual.

Moreover, qualities such as integrity, opposition to corruption, and transparency are developed in individuals from a young age. We firmly believe that nurturing a generation of children with these qualities will be pivotal in eradicating corruption and bribery in Sri Lanka. The steps to create such a generation are detailed in this NACAP, and we regard it as one of the most significant investments we can make in the future.

Ultimately, all laws and plans are directed toward achieving a dignified Sri Lanka, free from bribery and corruption. I am confident that, through the steps outlined in this Action Plan, we can make tangible progress over the next five years in building the country we all aspire to. I also believe that the people of Sri Lanka will fully understand the core objectives of this plan and embrace their assigned responsibilities. In doing so, we will see a prosperous and corruption-free future for our nation.

Ranga Dissanayake

Director General

Commission to Investigate Allegations of Bribery or Corruption

01. INTRODUCTION AND BACKGROUND

As Sri Lanka moves towards becoming a ‘clean’ and fully developed nation, combating corruption has become a key priority on the national agenda. The Government of Sri Lanka recognizes the urgent need to fully tackle corruption, understanding its harmful effects on the integrity of governmental institutions and the well-being of citizens. Sri Lanka ratified the UNCAC in 2004. The state overtly expressed its commitment to an anti-corruption agenda by way of the 19th Amendment to the Constitution of Sri Lanka, which commitment was reiterated in the 21st Amendment to the Constitution. The 21st Amendment aims to strengthen democratic governance and independent oversight of key institutions, public scrutiny, as well as to deploy anti-corruption measures, with the reestablishment of the Constitutional Council and Independent Commissions. Thus, the anti-corruption framework has expressly received constitutional recognition in Sri Lanka which is a testament to the country’s renewed commitment towards anti-corruption.

In 2019, the *National Action Plan for Combatting Bribery and Corruption in Sri Lanka 2019-2023* was developed and implemented. This Action Plan was the result of a consultative process spearheaded by the CIABOC. It included extensive public engagement and incorporated insights from both local and international experts as well as international best practices and experiences, thus effectively adapting international standards to fit the specific context of Sri Lanka. The IMF Governance Diagnostic Assessment on Sri Lanka conducted in September 2023 (2023 GDA) referred to this Action Plan as a

‘potentially important step’¹, which indicates the government’s understanding of the cost of corruption and the need to strategically address it. As the period of implementation of this Action Plan has elapsed, the need for a new action plan for the period 2024-2029 has arisen.

At the same time, in keeping with its international obligations and national commitments, the Parliament of Sri Lanka enacted the Anti-Corruption Act No. 09 of 2023, which was the culmination of rigorous stakeholder consultations and the extensive study of international and national best practices. This Act enhanced the legal framework on anti-corruption including strengthening the mandate of the CIABOC, the independent commission primarily entrusted with the realization and implementation of the country’s anti-corruption measures and policies.

While a considerable number of anti-corruption initiatives have been implemented, unfortunately, the level of corruption in the country has not abated. The 2023 GDA called for a more strategic and inclusive approach to combatting corruption, and highlighted the utility of well-designed National Anticorruption Strategies, which;

“...can assist in coordinating actions to confront corruption and strengthen governance, establishing authority and responsibility for implementation, and enabling inclusive monitoring of implementation progress and corruption trends”²

1 IMF Sri Lanka Governance Diagnostic Assessment, 26

2 IMF Sri Lanka Governance Diagnostic Assessment, 26

The prevalence of corruption hinders the efficacy of anti-corruption initiatives and diminish public confidence in the political will to combat corruption and in public institutions. Public perception of corruption in Sri Lanka, the discourse surrounding which arguably heightened during the political and economic crisis of 2022, strongly focuses on the corruption prevalent in public institutions and among public sector employees. While addressing and reducing corruption in the public sector can significantly enhance public confidence in the rule of law and improve the efficiency of service delivery, it is essential to acknowledge that corruption permeates all sectors and aspects of governance, fostering its own negative culture and value system.

This public perception was manifest when Sri Lanka ranked 115 out of 180 countries, on the 2023 Corruption Perceptions Index (CPI), scoring only 34 on a scale from 0 (highly corrupt) to 100 (very clean). Sri Lanka has lost a total of 6 score points since 2012 and recorded the lowest CPI score in 2023. At the same time, 79% of those who responded to the 2020 Global Corruption Barometer considered government corruption to be a major issue. However, on a positive note, the CPI lauded Sri Lanka for strong judicial oversight, with particular emphasis on the 2023 Supreme Court Judgment (SC FR No. 195/2022 and SC FR No. 212/2022) in which the court found the former president, the former prime minister, and 11 other public officials violated the public trust and Article 12(1) of the Constitution, in their administration of the economy, leading to the economic crisis in the country³. To effectively combat and dismantle this culture, it is therefore, crucial to adopt an inclusive Whole-of-Government and Whole-of-Society

response that involves both state and non-state stakeholders, including the citizenry.

Against such a backdrop, the *National Anti-corruption Action Plan 2025-2029* is formulated and presented to supersede the previous National Action Plan with the input of a wide variety of stakeholders. This Action Plan outlines the roles of various institutions and persons, both individually and collectively, in achieving the vision of a nation free from bribery and corruption. It offers a comprehensive policy framework for actions aimed at combating and preventing corruption in Sri Lanka as well as a valuable tool for mobilizing and coordinating the efforts and resources of all stakeholders involved in anti-corruption policy development and implementation. It also intends fostering an anti-corruption culture based on strong values of integrity that would strengthen public trust in institutions and benefit the future generations of the country.

The Action Plan is formulated along Four (04) broad strategic pillars, encompassing Nine (09) priority areas identified as essential for an effective national anti-corruption strategy. These areas were identified through a comprehensive review of literature of Sri Lanka's international and domestic anti-corruption commitments, international best practices, research studies, and public survey findings. The Four broad strategies are:

- A. Preventive measures
- B. Institutional Strengthening & Enforcement
- C. Education
- D. Law and Policy Reform

³ CPI 2023 for Asia Pacific: regional stagnation marked by inadequate delivery of anti-corruption commitments, <https://www.transparency.org/en/news/cpi-2023-asia-pacific-stagnation-due-to-inadequate-anti-corruption-commitments>

Actions identified under the following priority areas are included under the above four strategies:

Priority Area 1: Anti-Corruption Law and Policy Framework

Priority Area 2: Conflicts of Interest and Asset Declarations

Priority Area 3: Prevention of Corrupt Practices

Priority Area 4: Protection of Whistleblowers

Priority Area 5: Business Integrity

Priority Area 6: Integrity in The Public Sector

Priority Area 7: Integrity and Independence of the Judiciary and of the Prosecution Service

Priority Area 8: Institutional Strengthening and Enforcement

Monitoring and Evaluation

Altogether, the Action Plan comprises actions covering all sectors of the country, to be progressively implemented through short-term (1 to 12 months), medium-term (12 to 36 months) and long term (36 to 60 months) milestones.

02. PROCESS OF FORMATION OF THE NATIONAL ANTI-CORRUPTION ACTION PLAN 2025-2029

a. Inclusive process and ownership

The formation of the NACAP 2025-2029 was based on the concepts of *‘whole of Society’* and *‘whole of government’*. As such, an inclusive process, which emphasizes the importance of collective action and participation from various stakeholders to foster sustainable anti-corruption solutions and one which particularly fosters ownership by the government, was adopted in the formation of the NACAP. Spearheaded by CIABOC, the NACAP 2025-2029 is a national product owned by the Government of Sri Lanka for the people of Sri Lanka. The process was made inclusive through extensive stakeholder engagement, involving consultations with various sectors, including government agencies, civil society organizations, the private sector, and community members. By promoting transparency and encouraging active participation of the different sectors, the methodology aimed to empower government officials and other stakeholders alike, instilling a sense of responsibility and commitment to the successful implementation of the NACAP 2025-2029. This inclusive approach not only enhanced the plan’s credibility but also laid the groundwork for a sustainable framework that aligns with national priorities and fosters accountability.

b. Methodology

The preparatory work for the formation of the NACAP 2025-2029 was initiated in early 2024 under the leadership of CIABOC. Deliberate efforts were made to align the proposed Action Plan with the successive governments’ plans and priorities, in order to foster better synergy and strengthen stakeholder ownership. The entire process was categorized into Four main phases: namely, (a) Initial Review and Understanding, (b) Diagnostic of the NAP 2019-2023, (c) Stakeholder Consultations, (d) Data Collection and Analysis.

a) Initial review and understanding of issues

- Existing legal framework
- International obligations
- International best practices
- Complaints data received by CIABOC

b) Diagnostic of the NAP 2019-2023

- Assessment of the implementation of the National Action Plan for Combatting Bribery and Corruption in Sri Lanka 2019-2023

c) Stakeholder Consultations

- All-island public perception survey on corruption
- 45 Focus Group Discussions
- 09 Provincial Public Consultations
- 08 National level consultations
- Social and print media campaign

d) Drafting the NACAP 2025-2029 - Data synthesizing, analysis, and drafting

Recognizing the importance of identifying key lessons learned and past findings, a desk review of the current legal framework, Sri Lanka's international anti-corruption obligations, international best practices, and complaints data from CIABOC was conducted. This entailed a thorough analysis of the existing laws and regulations governing anti-corruption efforts, identifying strengths, weaknesses, and areas in need of reform; of the country's commitments under international treaties, agreements, and other undertakings related to anti-corruption, ensuring alignment with global standards and expectations; of International Best Practices to identify effective strategies and methodologies employed by other countries in their anti-corruption initiatives, drawing lessons that can be adapted to the local context; and of Complaints Data from CIABOC to identify trends, common issues, and the effectiveness of current responses to these complaints.

As the second phase, a qualitative evaluation of the progress of implementation of the NAP 2019-2023 was conducted. This

involved a review of the Key Performance Indicators (KPIs) to determine whether objectives were met and identifying areas for improvement; identifying challenges and barriers to implementation, including institutional, operational, and legislative hurdles that may have hindered progress; and gathering feedback from various stakeholders involved in the implementation, including government agencies, civil society organizations, and the private sector, to understand their experiences and perspectives on the effectiveness of the NAP. Best practices of implementation and lessons learned for future anti-corruption efforts were documented based on the above and were utilized to enhance the effectiveness of the current Action Plan.

During the third phase, a series of stakeholder consultations were conducted with the aim of creating a comprehensive understanding of public sentiment, gathering diverse perspectives, and fostering an inclusive and collaborative approach to the development of the NACAP 2025-2029. First, a Nationwide Public Perception Survey on Corruption was conducted to gauge public attitudes and perceptions regarding corruption across the country. This survey was conducted in all nine provinces and was administered to 9000+ respondents from the general public, through telephone, online, and in-person questionnaires. Simultaneously, 45 Focus Group Discussions (FGD) were organized across the Nine provinces (05 FGD in each province) to facilitate in-depth conversations among stakeholders from different backgrounds, including community leaders, civil society representatives, and other citizens. These discussions enabled participants to share their experiences, insights, and recommendations regarding corruption and governance, fostering a collaborative

environment for dialogue. Secondly, Public Consultations were held at provincial level in each province, totaling 09 public consultations. These were conducted to engage local populations in discussions about corruption-related issues specific to their regions and communities and to ensure their voices are integrated into the national policy-making process. Thirdly, 08 National-Level Consultations were conducted bringing together key stakeholders, including members of parliament, members of the judiciary, government officials, private sector representatives, members of the media, representatives from civil society and, international organizations, youth representatives, and persons with disabilities. These consultations comprised strategic discussions regarding national anti-corruption efforts, enabling participants to collaborate on policy formulation and implementation strategies.

Parallel to this data collection process, a social and print media campaign was conducted to gather public insights on corruption in Sri Lanka through the National Perception Survey, empowering citizens to share their views and help shape a more transparent and fair society. The social media campaign generated 3 Million impressions, which indicates widespread visibility across various platforms. It also fostered active participation, with over 300 comments from users sharing their thoughts and experiences related to corruption in Sri Lanka. Additionally, 1,756 responses were collected through Google Forms, reflecting a significant level of interest and interaction from the audience. The print media campaign

garnered 3,096,959 impressions on online print media pages, demonstrating extensive reach and attention. This campaign successfully connected with approximately 1,629,475 persons, further amplifying the message and ensuring that a broad audience was informed about these anti-corruption efforts. Together, these campaigns highlight the effective integration of both digital and traditional media to engage the public and raise awareness about anti-corruption issues. Simultaneously, they offer additional avenues for individuals to contribute to the national discourse on anti-corruption and anti-corruption policy-making.

Consultations Held in Colombo with Different Stakeholders

1	Consultation with the Private Sector	2024.08.22
2	Consultation with Youth Groups	2024.08.23
3	Consultation with CSOs & INGOs Donor Community	2024.08.27
4	Consultation with the Media sector	2024.08.30
5	Consultation with Persons with Disabilities	2024.10.25
6	Consultation with Magistrate court judges	2024.12.03
7	Consultation with High Court Judges	2024.12.04
8	Consultation with Appeal Court Judges	2024.12.05
9	Consultation with the Public Sector	2024.12.18
10	Consultation with Parliamentarians	2025.01.10

Table 1: List of stakeholder consultations

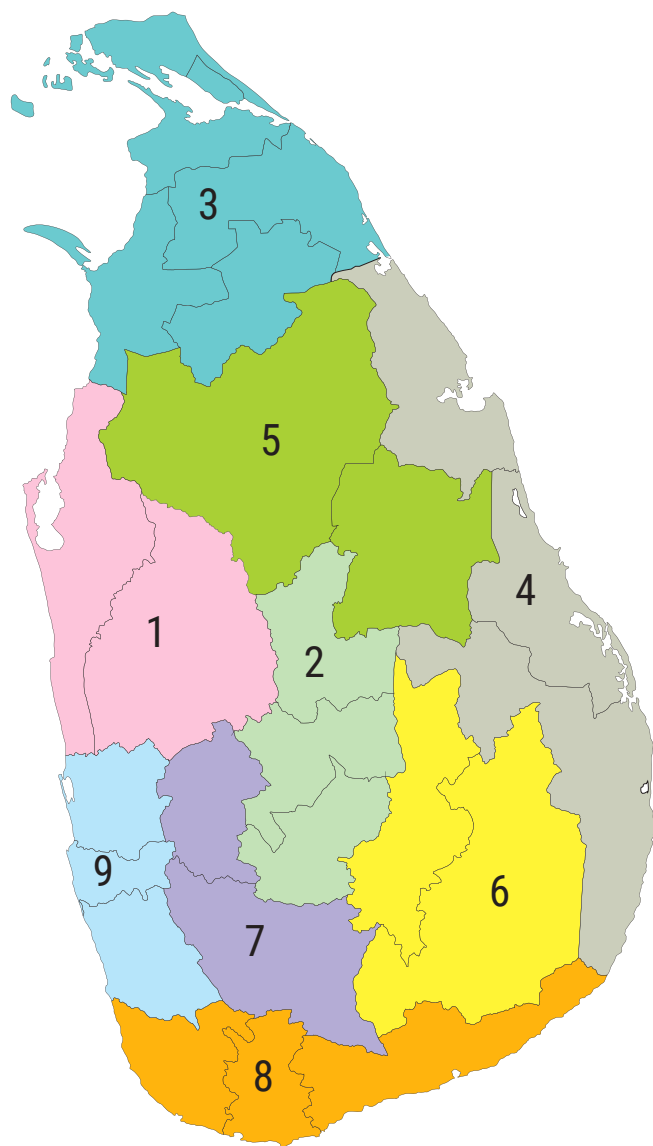


Figure: Map of Provincial Consultations

All Island Civic engagement

1	2024.08.01	Kurunegala
		Puttalam
2	2024.08.02	Kandy
		Matale
		Nuwara Eliya
3	2024.08.06	Jaffna
		Mullaitiu
		Kilinochchi
		Mannar
		Vavuniya
4	2024.08.07	Ampara
		Batticaloa
		Trincomalee
5	2024.08.08	Anuradhapura
		Polonnaruwa
6	2024.08.13	Badulla
		Monaragala
7	2024.08.14	Kegalle
		Ratnapura
8	2024.08.28	Galle
		Matara
		Hambantota
9	2024.08.29	Colombo
		Gampaha
		Kalutara

The final phase of the drafting process involved synthesizing data gathered through these different sources. The analysis focused on identifying key trends, challenges, and opportunities within the context of anti-corruption efforts. Based on the synthesized data and analysis, the drafting process incorporated evidence-based recommendations and best practices, ensuring that the plan is practical and aligned with the needs of various stakeholders.

As the concluding step of the process, the draft Action Plan was presented to key implementing agencies for their review and feedback at a workshop held in Colombo, Sri Lanka. This collaborative method facilitated a thorough examination, reconsideration, and refinement of the NACAP, ensuring that it is both actionable and representative of diverse perspectives and needs.

03. SITUATION OF CORRUPTION IN SRI LANKA

Corruption is a pervasive issue that affects every level of society and represents a serious danger to the reputation and standing of an entire nation. It undermines the foundations of governance, erodes public trust, depletion of national resources, and distorts economic opportunities. The harmful effects of corruption have significantly undermined Sri Lanka's economic growth, citizens' well-being, and political stability. For years, the public discourse surrounding corruption in Sri Lanka predominantly focuses on political figures, state institutions, and abuse of power by public officials. In the wake and the aftermath of the economic and political crisis in 2022, the discourse on corruption became more urgent with more people regarding corruption to be one of, if not, the main cause behind the crises that affect the day today functioning of the country and its people's life. While the corruption that exists within State institutions and among public officials often receives attention in the current public discourse, it is crucial to recognize that corruption permeates all facets of society and ultimately disrupts the welfare of people. Therefore, it is important to examine and identify the existing situation of corruption in Sri Lanka in order to determine the means by which such corruption can be curtailed and prevented.

a. Sectoral Vulnerabilities

In 2018, Sri Lanka successfully concluded its second cycle of the UNCAC review. This comprehensive assessment focused on the implementation of preventive measures to deter corrupt practices, and the processes involved in asset recovery. Prior to that in 2015, Sri Lanka concluded the first cycle of review, which examined criminalization of corruption-related offenses, the effectiveness of law enforcement measures, and international cooperation efforts to combat corruption. The reviews cumulatively commended certain initiatives undertaken by the government of Sri Lanka, while highlighting several challenges in implementation. The 2023 Anti-Corruption Act took cognizance of all of the mandatory and certain optional recommendations of the reviews at the stage of drafting and as a result, is considered one of the best pieces of anti-corruption legislation in the world.

Despite these measures, the state of corruption and public's perception of corruption in the country are concerning. The Public Survey conducted during the stakeholder consultation process prior to drafting the Action Plan, inquired into sectors that are most vulnerable to bribery and corruption in Sri Lanka from two standpoints: (a) opinions of the Respondents and (b) experience of the Respondents.

Mirroring the often-documented public disenchantment with levels of corruption in the country, it was found that a significant majority of the respondents (64%) perceived that the public sector is most vulnerable to corruption, while the private sector ranked second with only 24% agreeing, and the Non-Government Sector ranked last with 12%.

Respondents' perceptions of which institutions are most vulnerable to bribery and corruption indicated that the Police, Politicians, Customs, Department of Immigration and Emigration and Schools were among the highest-ranked.

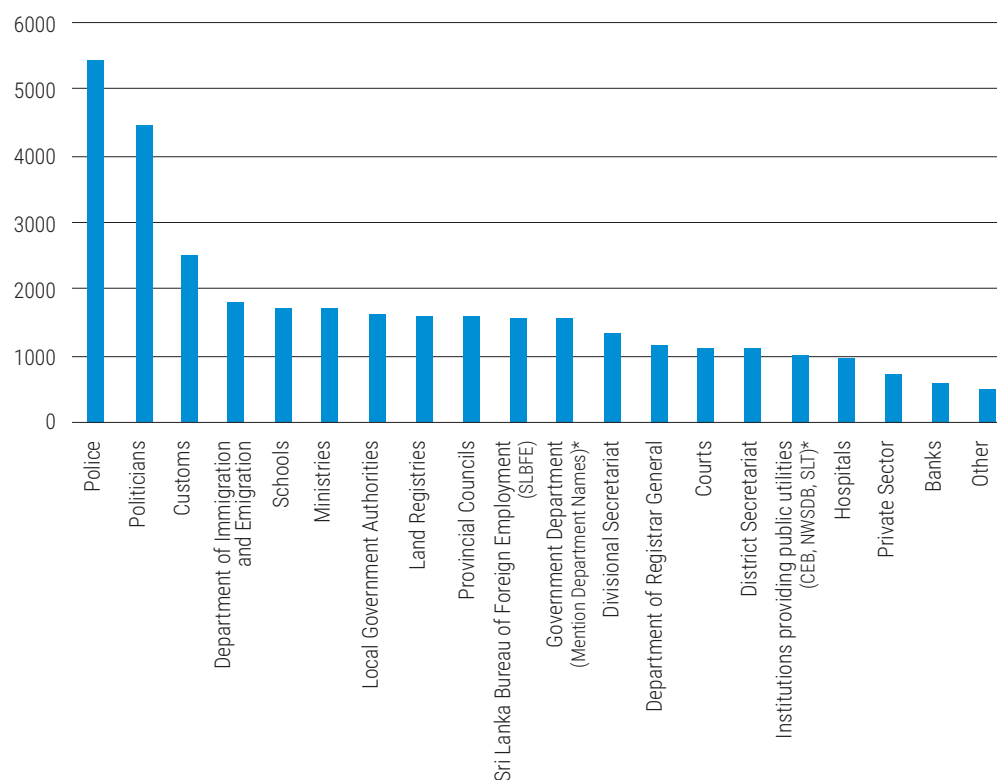


Figure 1 – Breakdown of institutions that are most vulnerable to bribery and corruption based on the Respondents' Perception

Survey respondents highlighted five institutions as the most corrupt based on their personal experiences: the police, educational institutions, land registries, local government authorities, and provincial councils. This ranking reflects a concerning trend, suggesting that corruption is perceived to be prevalent in both law enforcement and essential public services at community level, impacting the overall trust in these critical institutions. CIABOC also continues to receive numerous complaints against

employees of district and divisional secretariats and local government authorities, lending credence to the survey findings. In light of renewed calls for the decentralization of public services, it is essential to minimize the risks of corruption in grassroots institutions.

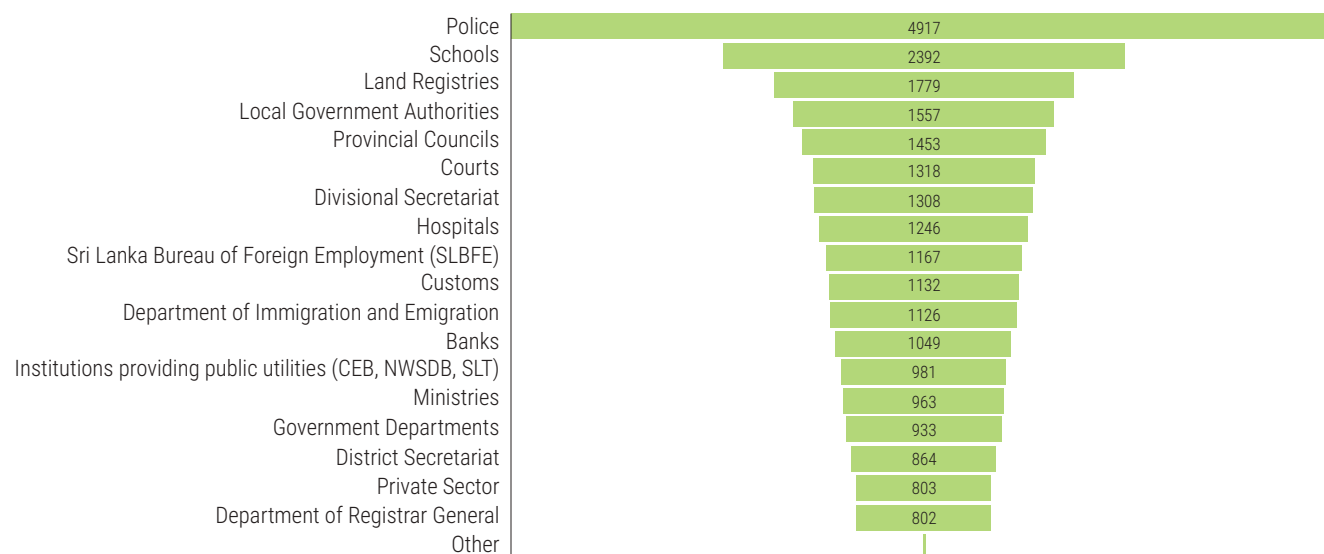


Figure 2 – Breakdown of institutions where bribery and corruption exist the most based on the Respondents' experience

Throughout all nine provinces, respondents indicated that the police were the institution most frequently associated with their experiences of bribery and corruption. This widespread sentiment underscores a significant concern regarding the integrity and accountability of law enforcement agencies in the country.

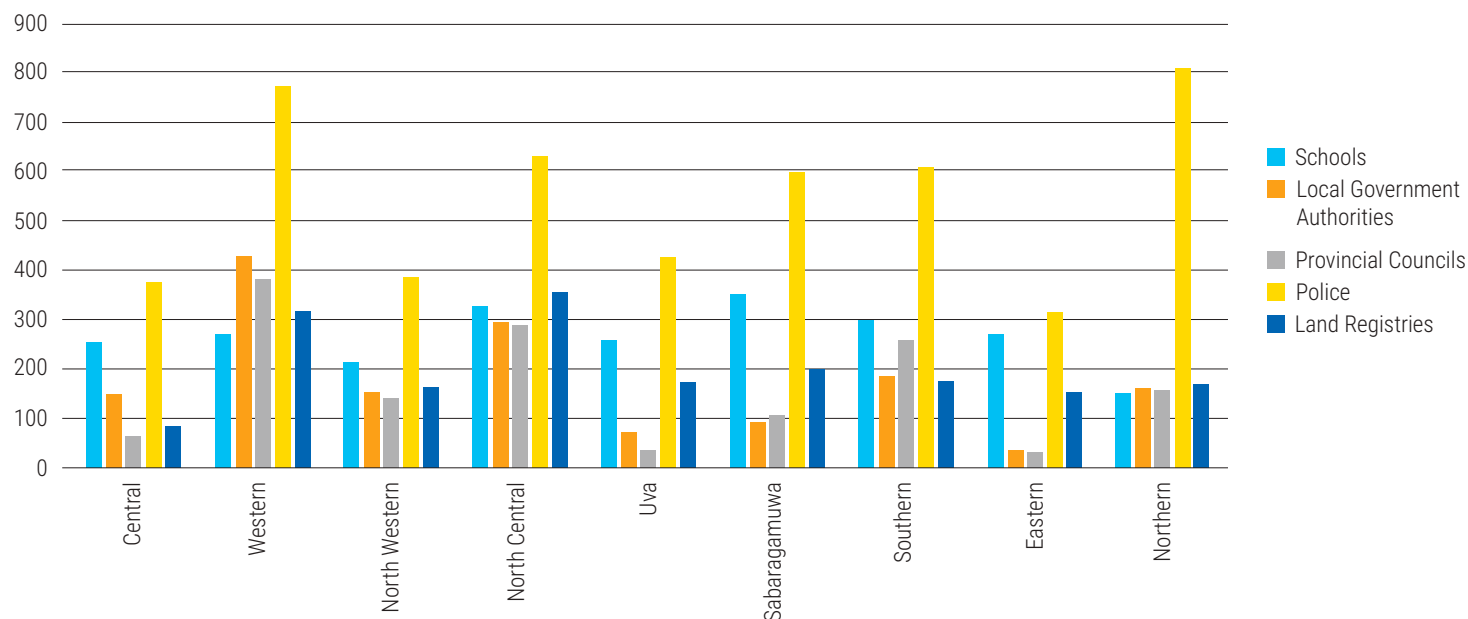


Figure 3- Top 5 institutions that are vulnerable to corruption and bribery by provinces based on experience

While the previous NAP 2019-2023 emphasized the critical role of the police as a law enforcement agency in implementing anti-corruption measures and dedicated a pillar to strengthening such agencies, the findings from this Survey reveal a significant challenge ahead for Sri Lanka in its fight against corruption. More importantly, these results highlight the urgent need for the effective implementation of the legal and policy framework to address corruption in the country.

Encouragingly, official CIABOC statistics indicate that individuals are also submitting complaints against private sector employees under the newly introduced private sector bribery offense in the 2023 Anti-Corruption Act. While there has only been one arrest to date, it demonstrates that people actively utilize the newly introduced legal provisions to address corruption. However, of the 3850 complaints received by CIABOC in 2024, 1714 were outside the mandate of the Commission. This highlights the need for public education about what constitutes corruption and the role of CIABOC, ensuring that people know when to contact the Commission.

b. Nature, Causes, and Effects of Corruption

Approximately 49% of respondents of the public survey acknowledged having personally given a bribe, while 18% were uncertain if they had experienced corruption themselves. The types of bribes reported ranged from money, goods, services, and sexual favours.

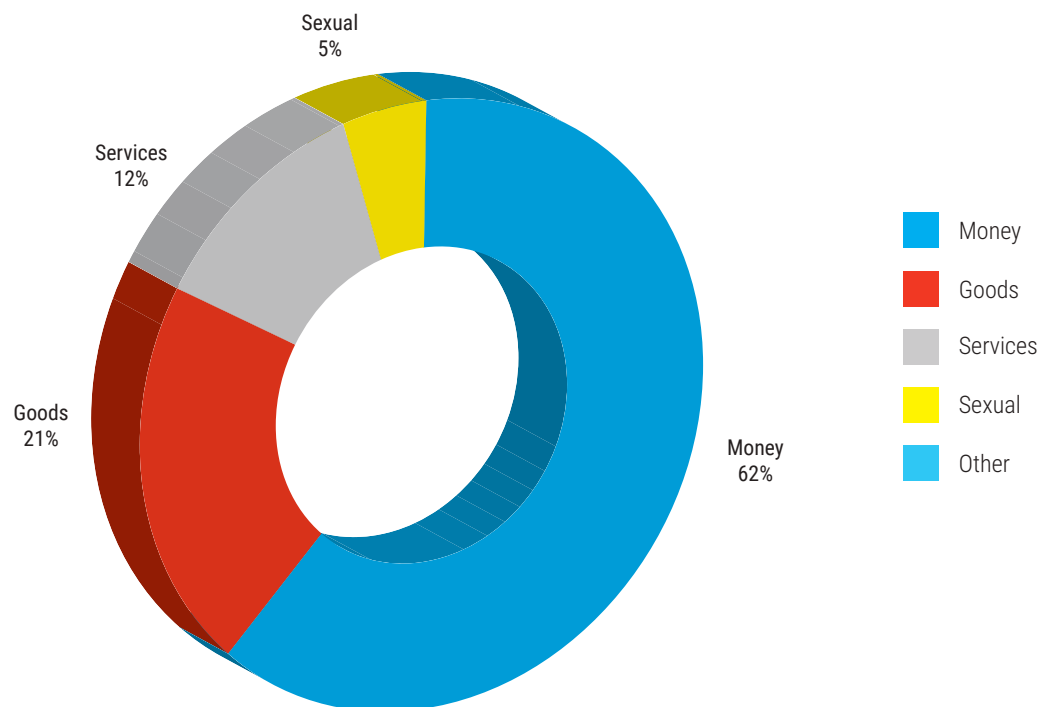


Figure 4 – Types of Bribes

The most common reasons for giving such bribes among the Respondents were to avoid paying a fine and to expedite administrative processes at public institutions.

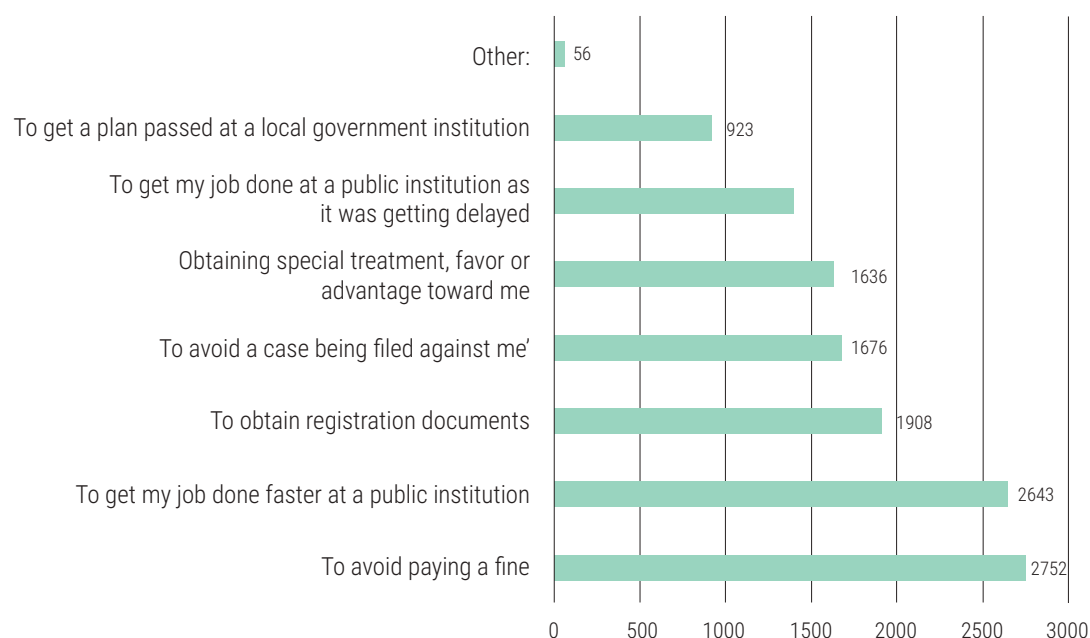


Figure 5: Reasons for giving a bribe.

In addition to the above reasons, the Respondents also identified the following reasons;

- To admit children to a school
- To secure an appointment to a doctor
- To receive a promotion
- To have tenders passed
- To gain political advantage during elections
- Out of fear of the police or other public officers

The survey findings clearly indicate that corruption has become a ‘way of life’ for many people in Sri Lanka. It is not solely a problem confined to the public sector or its employees; rather, many individuals see corruption as an acceptable means to

achieve personal gains and benefits. Although the primary causes and beneficiaries of corruption may be found within the public sector, corruption has developed into a pervasive culture in Sri Lanka. In examining the factors contributing to the bribery culture in Sri Lanka, the survey found that weak law enforcement, low salary scales, and the general acceptance of bribery without reporting it all play significant roles in the acclimatization and normalization of corrupt practices as a way of life in society. Preventing corrupt practices in the long term may entail addressing these main systemic issues.

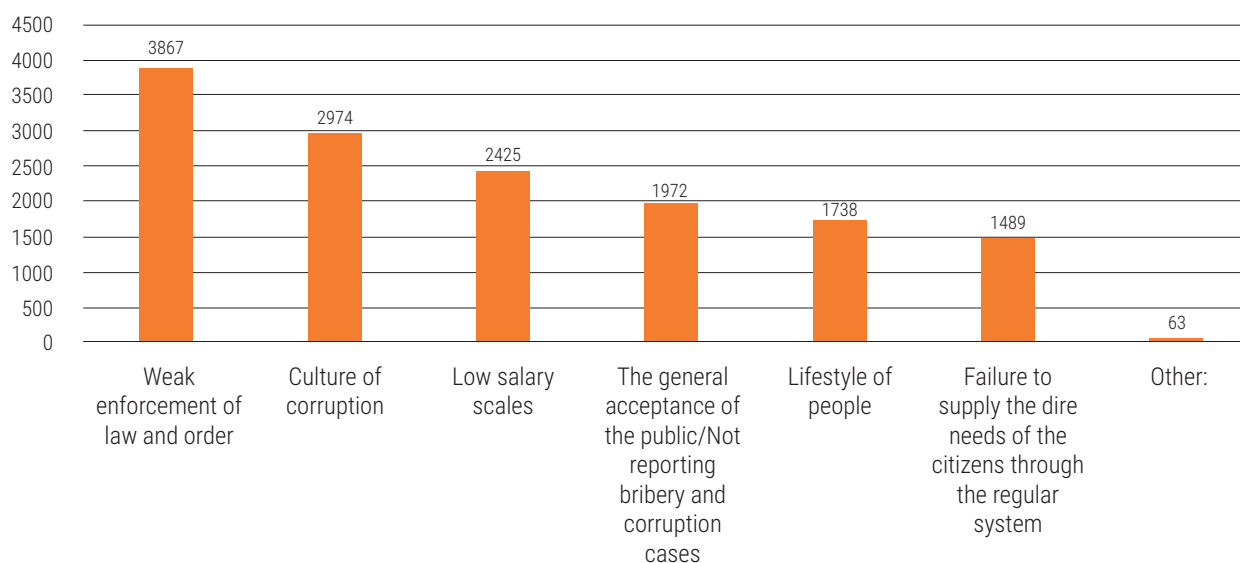


Figure 6: Public perception of reasons for a corrupt culture

Further, the 2023 GDA identified several causes of corruption in the public sector and the intersectionality of sectors and issues in public procurement. It identified high-value corruption as being often associated with state-owned enterprises, underscoring the strong connections between public institutions and private firms, particularly in the financial sector. The significant discretion granted in policy creation and implementation in areas such as public procurement, state contracting, and the awarding of concessions for strategic investment has heightened vulnerabilities to corruption, as state actions in these domains are not easily challenged, which lack of transparency is worsened by a fragmented authority structure and the concentration of responsibility in the hands of a few individuals. This suggested long-standing relationships that connect public and private elites leads to nepotism and favouritism. The majority of complaints CIABOC receives in any year pertains to abuse of office (or the offence of ‘corruption’), which highlight this connection.

The cost of corruption in Sri Lanka is multifaceted and impacts various aspects of society and the economy. While precise numerical figures of the overall cost of corruption is difficult to pin down, its pervasive nature significantly affects the nation's development and well-being. It has been estimated that the annual loss to Sri Lanka from corruption in government tender procurements is approximately 1% of the country's GDP⁴, which means corruption can lead to significant economic losses for the country, estimated in billions of dollars. The United Nations identifies tackling corruption as vital to achieve the Sustainable Development Goals (SDGs) because widespread corruption erodes public trust in government institutions, leading to disillusionment and a lack of engagement in civic activities, which weakens the social contract and adds to the "trust deficit"⁵. It affects foreign investment, increases the cost of doing business, and as a result hampers economic growth. Corruption also undermines the quality of public services, leading to inefficiencies in healthcare, education, and infrastructure. This can result in inadequate services for citizens and lower overall quality of life. Corruption often benefits a small elite at the expense of the broader population, exacerbating social inequalities and hindering social mobility by creating power imbalances, wage disparities, lower standards of living, and escalating costs of living.

As a result, it must be understood that the pervasive effects of corruption extend far beyond immediate financial losses, impacting Sri Lanka's social fabric, economic stability, and international reputation. Therefore, addressing corruption is not only a matter of governance; it is essential for fostering

sustainable development, social equality, foreign investments and paves the way for a more transparent, accountable, and prosperous future.

c. Measures to control corruption

When assessing the existing measures undertaken to control corruption in Sri Lanka, it is important to examine the existing legal and policy framework in the country. As Sri Lanka continues on the path of economic and political reform following the 2022 'Aragalaya' (Citizen's Struggle), the Parliament enacted the Anti-Corruption Act No. 9 of 2023. The stated objectives of the Act include preventing and eradicating bribery and corruption for the welfare of a democratic society; enhancing transparency, accountability, and integrity in governance including through public participation; establishing an Independent Commission to oversee the Act's implementation and investigate and prosecute corruption related offenses; conducting educational initiatives on the prevention of corruption; implementing a robust asset declaration system to prevent illicit enrichment; fostering inter-agency and international cooperation in combating corruption; and giving effect to international obligations and best practices.

In view of the above, it is evident that Sri Lanka, being a dualist country, has taken explicit steps to incorporate its international obligations into its domestic legal framework through the Act. Furthermore, while repealing the Bribery Act (Chapter 26), The Commission to Investigate Allegations of Bribery or Corruption Act, No. 19 of 1994 and The Declaration of Assets and Liabilities Law No. 1 of 1975, the Anti-Corruption Act has improved and enhanced the scope of anti-corruption measures which existed under the prior

⁴ <https://www.dailymirror.lk/business-news/Sri-Lankas-annual-loss-due-to-government-tender-corruption-amounts-to-1-of-Gross-Domestic-Product-Verit%C3%A9-A9-Research/273-298012>

⁵ <https://unis.unvienna.org/unis/en/pressrels/2023/uniscp1172.html>

legal framework. For example, the Act improves operational and financial independence of CIABOC and expressly includes provisions for the prevention of corruption and implementation of government's anti-corrupt policies. It also extends asset declaration requirements to previously exempt officials, such as the president and members of independent commissions. In addition to addressing gaps in the prior legal framework, the Anti-Corruption Act also introduced new provisions to increase the scope and mandate of anti-corruption measures and institutions in the country. Among such provisions, new offences under the Act including trading in influence⁶, bribery of a foreign official⁷, bribery in the private sector⁸, failure of to declare conflict of interest⁹ and sports related offences¹⁰ are noteworthy. Further, Section 109 gives the power to court to make an order that movable or immovable property found to have been acquired by bribery or by the proceeds of bribery, be forfeited to the State free from all encumbrances. In Section 112, the Act creates a nexus between it and that of the Prevention of Money Laundering Act No.5 of 2006, thereby ensuring instances of money laundering. The Act also provides for the protection of whistleblowers who report corrupt practices, ensuring they can do so without fear of retaliation.

In addition, the Parliament enacted a comprehensive legal framework to regulate election campaign financing through the Regulation of Election Expenditure Act No.3 of 2023. The Act introduced important regulations regarding campaign finance and spending for elections at all levels, including local

authority, provincial council, parliamentary, and presidential elections. The said Act places restrictions on spending as well as accepting donations including from governmental departments, companies with significant government ownership, foreign governments, international organizations and anonymous sources. The provisions of the Act were used in the 2024 Presidential and Parliamentary Elections.

In giving effect to Articles 5 and 6 of the UNCAC, which call for a comprehensive and coordinated Action Plan, Sri Lanka developed its first ever NAP 2019-2023. This NAP also supports the country's pursuit of SDGs, particularly Goal 16—Peace, Justice, and Strong Institutions. Additionally, it addresses Sri Lanka's commitments under the Open Government Partnership (OGP) and GSP+ trade concessions, which emphasised the need for a corruption prevention Action Plan to enhance the anti-corruption framework and promote tripartite oversight and ownership of anti-corruption efforts involving public, private, and civil society sectors. In terms of this NACAP, CIABOC, with the financial assistance of international organizations and other civil society organizations conducted island-wide awareness campaigns targeting the general public as well as public officials. Furthermore, international organizations including the World Bank, the IMF and UNDP have provided technical support to CIABOC in order to implement various aspects of the previous NAP.

Additionally, constitutionally and/or statutorily established Independent Commissions including the Right to Information Commission, Election Commission, and National Procurement Commission play a vital role in the country's anti-corruption agenda. These bodies encourage

6 Section 104 of the Anti-Corruption Act

7 Section 105 of the Anti-Corruption Act

8 Section 106 of the Anti-Corruption Act

9 Section 107 of the Anti-Corruption Act

10 Section 108 of the Anti-Corruption Act

citizen engagement in governance through mechanisms such as proactive disclosure requirements, access to information requests, public consultations, and feedback channels to promote accountability.

Successive governments have also worked towards digitalizing government services in Sri Lanka aimed at streamlining operations and enhancing efficiency. Moving government services online reduces face-to-face interactions, which can minimize opportunities for corruption. The Lanka Interoperability Framework, which is a set of open standards to ensure the interoperability in government information systems, was also commissioned to ensure various government organizations to seamlessly share information and reduce the human interface of public services. Limiting human interactions would reduce the opportunities for corruption. However, digitizing government services have had only limited success in the country, necessitating further concerted efforts to enhance infrastructure, improve digital literacy among citizens and officials, and ensure robust cybersecurity measures. Additionally, there is a need for ongoing stakeholder engagement to address challenges and promote the benefits of online services, ultimately striving for a more transparent and efficient governance system.

04. DIAGNOSTIC OF THE IMPLEMENTATION OF THE NATIONAL ACTION PLAN FOR COMBATING BRIBERY AND CORRUPTION IN SRI LANKA 2019-2023

An assessment of the National Action Plan for Combating Bribery and Corruption in Sri Lanka 2019-2023 is crucial because it provides insights into the effectiveness of past strategies and initiatives, helping to identify what worked well and what did not. This diagnostic allows policymakers to learn from successes and failures, ensuring that the current Plan is built on a solid foundation of evidence. It also fosters accountability among implementing agencies, encouraging them to take ownership of their roles in combating corruption.

The Monitoring and Evaluation of the 2019-2023 NAP was expected to be conducted by the 'National Integrity Council' comprising a panel of independent experts, appointed by the President. The Council was *inter alia* mandated to carry out periodic reviews of the implementation of the NAP; to adjust KPI; and to direct the budgetary agencies to allocate additional resources if required. It was also required to report periodically to the Presidential Secretariat, in order to ensure the effective implementation of the NACAP. However, the National Integrity Council has not been appointed by the President to date, which disrupted the effective monitoring and evaluation of the NAP 2019-2023.

Consequently, for purposes of the diagnostic, all responsible agencies were asked to provide a progress update on the implementation of the activities assigned to each organization

in the NAP. These agencies were requested to provide the status of whether each activity, i.e. whether completed/ in progress/ or not implemented at all, together with any challenges and observations in relation into each activity.

a. Status of implementation

The NAP 2019-2023, initially set to expire in December 2023 but extended to December 2024 through a decision of the CIABOC, has achieved moderate progress during its period of implementation. The majority of actions under Strategy D (Law and Policy Reform) have been successfully executed, and the corresponding objectives have been met. Additionally, many institutional and operational reforms assigned to the CIABOC under Strategy C (Institutional Strengthening of CIABOC and other Law Enforcement Agencies) have been completed, along with the development of material for disseminating anti-corruption messages as part of Strategy B (Value-Based Education & Community Engagement).

Progress reports from various responsible agencies indicate that several awareness-raising initiatives outlined in Strategy A (Prevention Measures) and Strategy B have been accomplished. However, other important actions, such as the development of prevention policies and the integration of anti-corruption education into curricula for schools, universities, vocational-training, and public officials' training, have not been undertaken. The majority of actions which called

for the engagement of and collaborations with the private sector remain unaddressed. This highlights the need for a renewed focus on these areas moving forward, to enhance the effectiveness of the NACAP and ensure a more comprehensive and sustainable anti-corruption strategy for the future.

b. Key issues and challenges

The main challenge for the successful implementation of the NAP 2019-2023 is the failure to appoint the National Integrity Council. As the body tasked with periodic review and adjustment of the NAP, the absence of this entity resulted in the lack of timely assessments of the progress of the NAP. This prevented effective monitoring of the progress of actions, to evaluate outcomes and to reassess interventions based on such evaluations. Therefore, actions could not be adjusted in time to get maximum impact. The lesson learnt from this is to utilize existing structures for monitoring and evaluation instead creating new structures which are susceptible to the vagaries of politics.

In addition, feedback from responsible agencies reveal that several challenges hindered the effectiveness of anti-corruption actions assigned to various agencies, as outlined below:

- a. **Limited Resources:** There is a notable scarcity of human, financial, and infrastructural resources. Insufficient resources restrict the ability to invest in necessary tools and technologies, as well as in training programmes that are required to remain informed about the latest anti-corruption strategies, legal changes, and best practices. Insufficient resources

allocated to enforcement agencies hinder their ability to investigate and prosecute corruption cases effectively.

- b. **Workload Constraints:** High workloads prevent officials from participating in essential training programmes, limiting their capacity to enhance their skills and knowledge. When officials are overwhelmed with responsibilities, they often prioritize immediate tasks over long-term skill enhancement, leading to a reluctance or inability to attend training sessions. This lack of participation restricts their access to the latest knowledge and best practices in anti-corruption strategies, diminishing their capacity to respond effectively to emerging challenges.
- c. **Need for continuous training:** Continuous training and educational initiatives are necessary to maintain momentum in anti-corruption efforts and to adapt to evolving challenges. The lack of continuous training and educational initiatives significantly undermines anti-corruption efforts creating a barrier to sustained success in combating corruption. Without regular training, personnel become outdated in their understanding of current anti-corruption strategies, legal frameworks, and emerging trends in corrupt practices. This gap in knowledge can hinder their ability to effectively identify and combat corruption, leaving institutions vulnerable to new forms of corruption. It also results in a culture of complacency, where employees are less likely to report suspicious activities or advocate for necessary reforms.

- d. **Institutional Resistance:** Resistance within institutions sometimes have impeded the acceptance and implementation of anti-corruption initiatives, often due to entrenched practices and mindsets. Efforts to introduce new anti-corruption measures are met with scepticism or outright opposition. Employees who have operated within these frameworks for years may be reluctant to embrace change, fearing that it could disrupt their roles or challenge their authority.
- e. **Cultural and Structural Barriers:** Informal cultures and structural obstacles within organizations can undermine efforts to promote transparency and accountability, especially within the private sector. These cultural norms may discourage employees from reporting misconduct or seeking accountability, fostering a climate of silence and complicity. Further, when organizations lack clear policies or guidelines on ethical behaviour, employees may be uncertain about the standards expected of them, which can lead to inconsistent practices and increased risk of corruption.
- f. **Ineffective Enforcement:** ineffective enforcement of anti-corruption laws and policies diminishes their intended impact, allowing corrupt practices to persist. Despite a robust anti-corruption legal framework, when enforcement mechanisms are weak or inconsistently applied, individuals and organizations perceive a lack of consequences for unethical behaviour, leading to a culture of impunity.
- g. **Need for Stronger Political Will:** A stronger commitment from political leaders is essential to drive anti-corruption initiatives forward and to foster a culture of integrity. The lack of a stronger commitment from government leaders poses a critical obstacle to advancing anti-corruption initiatives and cultivating a culture of integrity, especially when allocating necessary resources, and ensuring effective implementation of anti-corruption measures. When leaders actively champion these initiatives, they not only set a tone of accountability but also inspire others within the government and society to take similar stances. This leadership is vital for fostering a transparent environment where ethical behaviour is expected and rewarded. Without this commitment, anti-corruption efforts may lack the necessary support and momentum needed to effect meaningful change, resulting in a persistent cycle of corruption and a weakened trust in public institutions.

Addressing these challenges is crucial for enhancing the efficacy of anti-corruption measures and fostering a more transparent and accountable governance framework. Addressing these issues will enable stakeholders to create a more conducive environment for effective anti-corruption measures.

05. Snapshot







06. Plan of Action - Strategic Priority Areas



A. PREVENTIVE MEASURES



B. EDUCATION AND COMMUNITY ENGAGEMENT



C. INSTITUTIONAL STRENGTHENING & ENFORCEMENT



D. LAW AND POLICY REFORM





FEATHERS - protection

A. PREVENTIVE MEASURES



A. STRATEGIC PRIORITY AREA ONE: REVENTIVE MEASURES

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Prevention is critical to avoid corruption before it occurs, reducing opportunities for misconduct and strengthening systems to deter corrupt behavior. It is grounded in the recognition that corruption thrives where systems lack transparency, accountability, and effective oversight mechanisms. Prevention of corruption is also one of the key pillars of the UNCAC. The UNCAC encourages member states to implement policies and measures that focus on reducing the conditions that give rise to corruption and to take proactive measures that aim to eliminate corruption before it occurs.

This NACAP proposes 'Preventive Measures' as one of its key strategic areas with the overall strategic objective of 'implementing comprehensive prevention measures to reduce corruption risks and promote ethical practices across all sectors in order to institutionalize transparency, accountability, and integrity'. The NACAP's emphasis on prevention provides a comprehensive approach to addressing corruption, focusing not only on individual accountability but also on strengthening systemic structures that can safeguard against future corruption risks. The following sections promote transparency, accountability, and good governance, as well as encourage robust criminal justice frameworks, to address the root causes of corruption in the hopes of addressing, mitigating, and ultimately eliminating the culture of corruption that exists in Sri Lanka.

Accordingly, the NACAP proposes the following seven (07) sub-objectives for the prevention of corruption:

Sub objective 1: Enhance integrity and implement proactive measures to prevent corruption within the public sector.

Sub objective 2: Enhance the management of Conflicts of Interest, Declaration of Assets, and Gift Regulations within the Public Sector

Sub-objective 3: Improve and optimize citizens' access to public services to enhance transparency, accountability, and efficiency of public services.

Sub objective 4: Enhance integrity and transparency in public procurement and public finance management to prevent corruption and ensure effective resource allocation.

Sub-objective 5: Establish robust mechanisms to ensure the integrity and accountability of elected representatives, fostering public trust and ethical governance.

Sub-objective 6: Enhance public confidence in the integrity and effectiveness of the criminal justice system.

Sub-objective 7: Implement targeted initiatives to prevent corruption within the private sector and promote ethical business practices.

While recognizing that preventing corruption is more cost-effective and sustainable than reacting to corruption after it

occurs, it is strongly noted that for these measures to be effective, commitment and sustained efforts are required from both the public and private sectors, the public in general as well as support from the global community.

Strategic Objective: Implement comprehensive prevention measures to reduce corruption risks and promote ethical practices across all sectors in order to institutionalize transparency, accountability, and integrity.							
Sub objective 1: Enhance integrity and implement proactive measures to prevent corruption within the public sector.							
No.	Measure/ Action	Key Performance Indicators (KPIs)	Time Frame			Responsible (Lead) Agency	Implementing Agencies
			S	M	L		
1	Establish Internal Affairs Units (IAU) in each government institution to combat corruption, foster ethical conduct, and ensure transparency within public institutions.	1. Number of IAUs established 2. Satisfaction rate in stakeholder surveys regarding the effectiveness and transparency of IAUs is at least 75%	S			CIABOC and The Presidential Secretariat	All government institutions
2	Conduct induction and periodic refresher trainings on the operational and substantive aspects of IAU to members of all IAUs in order to equip them with the knowledge, skills, and tools necessary to perform their duties efficiently.	1. All training material developed 2. Number of training sessions conducted 3. Training Participation Rate is at least 90% 4. Training completion rate is at least 95% 5. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects 6. Year-over-year reduction in Corruption Incidents	S-M			CIABOC	All government institutions
3	Train other staff outside the IAU on corruption preventative measures.	1. All training material developed. 2. Number of training sessions conducted. 3. Training participation rate is at least 90%. 4. Training completion rate is at least 95%. 5. Post-Training Knowledge improvement is at least 30% in scores from pre-training to post-training assessments. 6. At least 50% engagement in Anti-Corruption Initiatives within their departments. 7. Year-over-year reduction in Corruption Incidents.	S-M			IAUs of all government institutions	All government institutions

4	Conduct Institutional Corruption Risk Assessments (ICRA) every 3-years to identify corruption vulnerabilities within each institution and publish the findings, by: i. Developing ICRA methodologies and frameworks ii. Identifying independent multidisciplinary teams to conduct ICRA's, ensuring diverse expertise. iii. Providing training to the staff of each institution on the implementation of the ICRA iv. Scheduling and Perform ICRA's v. Establishing a follow-up plan to monitor the implementation of recommended measures and track improvements over time.	1. ICRA Methodology Developed. 2. Independent multidisciplinary teams formed. 3. Training on ICRA implementation completed. 4. ICRA scheduled and executed. 5. Findings of ICRA published. 6. At least 60% of the recommendations implemented. 7. Follow-up assessment to measure improvement in identified vulnerabilities conducted.	M	All government institutions	IAUs of all government institutions
5	Develop and implement Institutional Action Plans (IAPs) based on this NACAP and ICRA's to proactively combat corruption, by: i. Conducting training programmes for heads of departments and officials to develop and execute IAPs. ii. Issue circulars to develop IAPs for preventing bribery and corruption based on the above. iii. Implement the IAPs at institutional level.	1. All training material developed 2. Number of trainings conducted 3. Training participation rate is at least 90% 4. Circular issued 5. IAPs developed within 12 months 6. Implementation Rate of IAPs is at least 75% of the actions	M	All government institutions	IAUs of all government institutions

6	Develop secure reporting mechanisms (including anonymous ones) through IAUs utilizing secure and confidential reporting channels linked to CIABOC, for employees to report corrupt practices.	1. Institutional whistle-blower protection policies drafted and adopted. 2. Secure and confidential reporting channels linked to CIABOC established. 3. 100% User accessibility rate. 4. Incident reporting volume shows a 25% increase in the first year. 5. Satisfaction rate in annual user surveys regarding the effectiveness and confidentiality of the reporting mechanisms is at least 75%.	S-M	All government institutions	IAUs of all government institutions
7	Continue the appointment of Integrity officers for all public institutions and absorb them into IAUs.	1. Number of integrity officers appointed 2. Satisfaction rate in annual user surveys regarding the effectiveness and confidentiality of the integrity officers is at least 75%	S	CIABOC & Presidential Secretariat	All government institutions
8	Conduct specialized induction and periodic refresher training programmes for integrity officers.	1. All training material developed 2. Induction training completed. Training completion rate is 100% 3. At least 01 refresher training session completed each year 4. Training participation rate is at least 90% 5. Training completion rate is at least 95% 6. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects. 7. 70% application of training content 8. Year-over-year reduction in corruption Incidents	S-L	CIABOC	All government institutions
9	Ensure Integrity Officers conduct training programmes for Heads of Departments.	1. All tailored training material developed 2. Training participation rate is at least 90% 3. Training completion rate is at least 95% 4. Post-Training Knowledge Assessment is on average 70% for knowledge retention and understanding content. 5. 70% practical application of training content	S-L	All government institutions	All government institutions

10	Review the Establishment Code and consider necessary revisions to emphasize ethical standards, conflict of interest policies, and asset disclosures.	1. Initial review completed. 2. Stakeholder consultations completed 3. Review finalized. 4. Necessary revisions incorporated. 5. Training and awareness for public officials on the revised code conducted 6. Compliance monitoring framework established 7. Annual review for effectiveness and relevance conducted.	L	Ministry of Public Administration, Provincial Councils and Local Government	Ministry of Public Administration, Provincial Councils and Local Government Public Service Commission (PSC)
11	Conduct Anti-Corruption Integrity Assessments (AIA) to evaluate the effectiveness of existing anti-corruption measures and identify areas for improvement across different public sector entities.	1. AIA Assessment Framework developed. 2. Public sector entities identified for assessment. 3. Assessment teams formed. 4. AIA scheduled and executed. 5. Assessment completion rate is at least 75% of the institutions. 6. Areas for improvement identified. 7. At least 70% of the recommendations implemented. 8. Follow-up assessment to measure improvement in identified areas conducted.	S-M	CIABOC	IAUs of all government
Sub objective 2: Enhance the management of Conflicts of Interest, Declaration of Assets, and Gift Regulations within the Public Sector					
1	Operationalize the asset declaration regime provided for in the Anti-Corruption Act No.09 of 2023 by establishing an online, publicly accessible asset declaration system connected to other institutional asset databases, enabling automated verification.	1. Concept note with system specifications developed. 2. Call for bids issued. 3. Procurement committee convened. 4. Necessary software designed and developed. 5. Necessary hardware procured. 6. At least 80% of user trainings conducted. 7. Technical committee to oversee implementation appointed. 8. System is operationalized.	S-M	CIABOC	CIABOC

2	Develop and enact regulations to operationalize the Asset Declaration system outlined in the Anti-Corruption Act of 2023, covering: i. Who is required to file a declaration ii. The assets to be declared and the format for declarations iii. The process of filing a declaration iv. Publication, validation, and storage of asset declarations v. Sanctions for failure to file or for providing false information vi. Public reporting on system performance vii. Data privacy and transparency	1. Regulations drafted. 2. Stakeholder consultations conducted. 3. Regulations approved and operationalized. 4. Compliance monitoring framework developed.	S	CIABOC	CIABOC
3	Develop a communication plan to educate declarants on how to access information on submitting asset declarations including how to utilize various platforms like social media, community workshops, and informational websites to disseminate information using disability-inclusive, easy-to-understand material that explain the process for accessing the electronic asset declaration system.	1. Communication plan developed. 2. Content created. 3. Feedback mechanism implemented. 4. Performance metrics to evaluate the effectiveness of the communication efforts developed.	S	CIABOC	CIABOC

4	Develop Guidelines allowing competent authorities to share asset-related information with foreign counterparts to enhance international cooperation in anti-corruption efforts.	- Guidelines drafted. - Stakeholder consultations conducted. - Guidelines approved and operationalized.	S	CIABOC	CIABOC
5	Develop and enact regulations to operationalize the CoI rules and regulations set out in the Anti-Corruption Act of 2023, including: - Definitions of conflict of interest - Guidance on declaring and managing conflicts including clear guidelines for disclosure and recusal - Sanctions for failure to declare or manage conflicts - Public reporting on system performance	- Regulations drafted. - Stakeholder consultations conducted. - Regulations approved and operationalized. - Compliance monitoring framework developed.	S	CIABOC	CIABOC
6	Introduce and implement cooling-off periods for public officials transitioning to private sector roles to prevent conflicts of interest.	- Rules drafted. - Stakeholder consultations conducted. - Rules approved and operationalized. - Compliance monitoring framework developed.	S-M	CIABOC	CIABOC
7	Enhance awareness and adherence to conflict of interest rules.	- Communication plan developed. - Content created. - Feedback mechanism implemented. - Performance metrics to evaluate the effectiveness of the communication efforts developed.	S-M	CIABOC	CIABOC

8	Adopt rules regarding gift acceptance and reporting.	1. Rules drafted. 2. Stakeholder consultations conducted. 3. Rules approved and published. 4. Trainings and awareness for public officials on the Rules conducted. 5. Awareness campaign to promote the guidelines conducted. 6. Compliance monitoring framework developed.	S-M	CIABOC	CIABOC Ministry of Public Administration, Provincial Councils and Local Government PSC Presidential Secretariat Parliament
9	Create a gift register for each public institution.	1. Standardized format created. 2. Data collection framework developed. 3. Gift register developed and implemented for at least 80% of public institutions. 4. Trainings and awareness for public officials on submitting information to the gift registers conducted. 5. Compliance monitoring framework developed. 6. Annual review of the gift register system to assess its effectiveness and relevance conducted.	S	CIABOC	All government institutions

10	Create a publicly accessible, online Beneficial Ownership Register.	1. The regulatory framework for the collection and management of data developed. 2. Data collection framework developed. 3. Concept note with system specifications developed. 4. Call for bids issued. 5. Procurement committee convened. 6. Necessary software designed and developed. 7. Necessary hardware procured. 8. At least 80% of user trainings conducted. 9. Promotional and awareness campaigns launched. 10. System is operationalized. 11. Compliance monitoring framework developed. 12. Annual review of the register's effectiveness and user engagement conducted.	S	Registrar of Companies	Registrar of Companies
11	Develop a Politically Exposed Persons (PEP) Database accessible to Financial Institutions (FIs), Designated Non-Financial Businesses (DNFBs), and the public.	1. The regulatory framework for the collection and management of data developed. 2. Data collection framework developed. 3. Concept note with system specifications developed. 4. Call for bids issued. 5. Procurement committee convened. 6. Necessary software designed and developed. 7. Necessary hardware procured. 8. 90% of training and awareness for FIs and DNFBs on using the database conducted. 9. Promotional and public awareness campaigns launched. 10. Database is operationalized. 11. Feedback mechanism to gather user input on the database's functionality and accessibility developed. 12. Compliance monitoring framework developed. 13. Annual review of the effectiveness of the database and user engagement conducted.	S	Central Bank	Central Bank Financial Intelligence Unit (FIU)

Sub-objective 3: Improve and optimize citizens' access to public services to enhance transparency, accountability, and efficiency of public services.

1	Introduce mechanisms to monitor proactive disclosures of public authorities under section 8 and section 10 of the Right to Information (RTI) Act.	1. Monitoring framework developed. 2. Data collection framework developed. 3. Guidelines for public authorities developed. 4. Feedback mechanism for the public to report on the effectiveness and accessibility of the disclosures established. 5. Annual review of the effectiveness and user engagement conducted.	M	Right to information Commission (RTIC)	RTIC
2	Issue standardized formats and digitize submissions to enhance access to information.	1. Standardized formats developed. 2. Stakeholder consultations conducted. 3. Digitization strategy developed. 4. Digital platforms developed and implemented. 5. At least 80% of trainings for users conducted. 6. Public awareness campaigns launched. 7. Feedback mechanism to gather user input on the functionality and accessibility of platforms developed. 8. Compliance monitoring framework developed. 9. Annual review of the effectiveness and user satisfaction conducted.	S	RITC	RTIC

3	Establish a mechanism to ensure information is issued in the language requested by citizens.	1. Language needs assessment conducted. 2. A policy for issuing information in the requested languages developed. 3. Translation resources identified and secured. 4. 100% of trainings for staff on complying with the policy conducted. 5. Public awareness campaigns launched. 6. Compliance monitoring framework developed. 7. Feedback mechanism for citizens to report their experiences with language-specific information requests developed. 8. Compliance monitoring framework developed. 9. Annual review of the effectiveness and user satisfaction conducted.	S	RTIC	RTIC
4	Provide training for public officials on the requirements and procedures for complying with RTI requests to ensure transparency.	1. Training Needs Assessment conducted. 2. All training material developed. 3. At least 30% of officers in each institution trained each year. 4. Training participation rate is at least 90%. 5. Training completion rate is at least 95%. 6. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects. 7. Year-over-year improvement in complying with requests.	S-M	RTIC	RTIC Sri Lanka Institute of Development Administration (SLIDA)
5	Implement digitization to reduce human interface in public-facing services, including the introduction of an electronic payment platform with public access (e.g., rates, taxes, license fees).	1. Comprehensive digital strategy for reducing human interface developed. 2. Stakeholder consultations conducted. 3. Design and technical specifications developed. 4. Electronic payment platform is integrated with existing public service systems. 5. Electronic payment platform is operationalized. 6. Annual review of the impact of digitization on public-facing services conducted.	S-M	Ministry of Finance Ministry of Digital Economy	All government institutions

Sub objective 4: Enhance integrity and transparency in public procurement and public finance management to prevent corruption and ensure effective resource allocation.

1	Conduct Corruption Risk Assessments (CRA) for public institutions with high corruption risks such as the Customs, the Inland Revenue Department (IRD), and the Excise Department, by: i. Forming a multidisciplinary team to carry out the assessments, ensuring diverse expertise. ii. Developing assessment criteria and methodologies tailored to each institution's specific risks. iii. Scheduling and conducting the CRA. iv. Compiling findings and recommendations into a comprehensive report for each institution. v. Establishing a follow-up plan to monitor the implementation of recommended measures and track improvements over time.	1. Independent multidisciplinary teams formed. 2. CRA Methodology Developed 3. Training on ICRA implementation completed. 4. CRA scheduled and executed. 5. Findings of CRA published. 6. At least 60% of the recommendations implemented. 7. Follow-up assessment to measure improvement in identified vulnerabilities conducted.	M	Sri Lanka Customs Inland Revenue Department Excise Department	Sri Lanka Customs Inland Revenue Department Excise Department
2	Publicize all Cabinet decisions in relation to public procurement and public finances on the website of the Department of Government Information.	1. Policy outlining the requirements and procedures for publicizing Cabinet decisions related to public procurement and public finances adopted. 2. Annual review to assess compliance with the policy on publicizing Cabinet decisions conducted with at least 80% compliance rate.	S	Office of the Cabinet of Ministers	Office of the Cabinet of Ministers Ministry of Finance

3	Implement an e-procurement system for greater transparency.	- Needs Assessment to identify the requirements and expectations of stakeholders conducted. - Concept note with system specifications developed. - Call for bids issued. - Procurement committee convened. - Necessary software designed and developed. - Necessary hardware procured. - At least 80% of user trainings conducted. - Technical committee to oversee implementation appointed. - System is operationalized. - An annual review to assess the effectiveness of the e-procurement system conducted.	S-M	Department of Public Finance, Ministry of Finance	Department of Public Finance, Ministry of Finance National Procurement Commission
4	Conduct awareness-raising for the users of the electronic procurement process to enhance the efficacy of the e-procurement system.	- All awareness-raising material developed. - Number of awareness-raising sessions conducted. - Training Participation Rate is at least 90%. - Training completion rate is at least 95%. - Post-session Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects.	S-M	National Procurement Commission	National Procurement Commission
5	Establish an Electronic Procurement Monitoring System (EPMS)	- Framework for the EPMS mechanism developed. - Oversight Committee established and appointments made. - SOPs developed. - Training for committee members and public procurement officials on oversight functions and best practices conducted. - Annual review to assess the effectiveness of the EPMS mechanism conducted.	S-M	National Procurement Commission	National Procurement Commission

6	Connected to the EPMS platform, create a procurement red flag system and establish a connection with CIABOC to enable timely alerts on suspicious procurement activities.	1. A needs assessment to identify key indicators and criteria for the system conducted. 2. Design and technical specifications developed. 3. The system is integrated with CIABOC. 4. At least 90% of the user trainings completed. 5. A monitoring system that tracks flagged activities and generates reports for CIABOC is established. 6. System is operationalized.	S-M	National Procurement Commission	National Procurement Commission CIABOC
7	Develop strategies to reduce direct procurements.	1. A comprehensive analysis of current direct procurement practices conducted. 2. Strategies outlining specific measures to reduce direct procurements developed. 3. At least 90% of trainings for procurement officials on alternative procurement methods and best practices conducted. 4. A M&E framework to track the implementation of strategies and their effectiveness developed. 5. Reduction target specified.	S	National Procurement Commission	All Cabinet Ministries
8	Introduce revised government procurement guidelines.	1. Guidelines revised. 2. Stakeholder consultations conducted. 3. Guidelines approved and published. 4. Trainings and awareness for public officials on the guidelines conducted. 5. Awareness campaign to promote the guidelines conducted. 6. Compliance monitoring framework developed.	S	National Procurement Commission	National Procurement Commission
9	Conduct awareness-raising sessions for public officials on procurement guidelines.	1. Awareness-raising objectives are defined. 2. All awareness-raising content developed. 3. Number of sessions conducted. 4. Session participation rate is at least 90%. 5. Feedback on the effectiveness of the sessions documented.	S-M	National Procurement Commission	National Procurement Commission

10	Organize annual training programmes for the National Procurement Commission, Technical Evaluation Committee and Procurement Committee members.	1. Training objectives are defined. 2. All training material developed. 3. Number of training sessions conducted. 4. Training participation rate is at least 90%. 5. Training completion rate is at least 95%. 6. Post-Training Knowledge improvement is at least 30% in scores from pre-training to post-training assessments.	S-L	National Procurement Commission	National Procurement Commission
11	Revise the Declaration Form for Technical Evaluation Committee and Procurement Committee members to include conflict of interest disclosures.	1. Current declaration form reviewed and revised. 2. Stakeholder consultations conducted. 3. Revised declaration form approved and published. 4. Trainings and awareness for committee members on the revised form conducted. 5. Compliance monitoring framework developed.	S	National Procurement Commission	National Procurement Commission
12	Host sessions for sharing experiences and best practices related to procurement and public financial management with foreign counterparts.	1. Session objectives are defined. 2. All session content developed. 3. Number of sessions conducted. 4. Session participation rate is at least 90%. 5. Participant feedback on the relevance and usefulness of sessions documented.	S-L	National Procurement Commission	National Procurement Commission
13	Develop and implement a standard bidding document.	1. Format drafted. 2. Stakeholder consultations conducted. 3. Format finalized and published. 4. Trainings and awareness for procurement officials and bidders on the document conducted. 5. Compliance monitoring framework developed.	S	National Procurement Commission	National Procurement Commission
14	Introduce a Post Procurement Review (PPR) system.	1. The development and implementation of the PPR completed. 2. At least 70% of procurement contracts are reviewed annually.	M	National Procurement Commission	National Procurement Commission All government institutions

15	Mandate the maintenance of a prioritized list of projects.	1. Initial priority list developed. 2. Stakeholder consultations conducted. 3. Initial list finalized and published. 4. Initial list is periodically updated.	S	Ministry of Finance	Department of Public Finance, Ministry of Finance
16	Include a mandatory anti-corruption clause in all public contracts and public-private partnership agreements.	1. The clause is drafted and finalized. 2. Circular issued. 3. 100% inclusion of the clause in all contracts and agreements. 4. A compliance monitoring system is established.	S	Ministry of Finance	Department of Public Finance, Ministry of Finance
17	Ensure consistent application of meritocratic and professional criteria in recruiting for all posts in state administration and state-owned companies.	1. Standardized recruitment criteria and processes developed and implemented. 2. Training sessions for recruitment officers on the new recruitment criteria conducted with at least 90% participation rate. 3. A compliance monitoring system is established.	S	Ministry of Finance	Department of Public Finance, Ministry of Finance
18	Ensure routine imposition of sanctions on public employees who violate conflict of interest rules in public procurement.	1. Training on imposing sanctions conducted with at least 90% participation rate. 2. A compliance rate of 90% in reporting and addressing conflict of interest violations is achieved. 3. Sanctions are imposed in at least 80% of identified violation cases.	S-L	National Procurement Commission	National Procurement Commission
19	Create a mechanism to monitor the implementation of findings and recommendations of audit reports.	1. Monitoring framework developed and implemented. 2. At least an 80% implementation rate of audit recommendations achieved.	M	Parliament	Committee on Public Accounts (COPA) Committee on Public Enterprises (COPE)

20	Implement an effective national budget process that promotes sound fiscal planning and establishes a foundation for strong control and transparency, through the following features: i. Develop the national budget using a medium-term fiscal framework that relies on accurate forecasts and thorough risk analysis. ii. Ensure the budget comprehensively encompasses the entire general government sector to guarantee full transparency in fiscal planning and policy interventions. iii. Prepare the budget through a defined, transparent, and timely process that upholds Parliament's authority to approve the budget and holds budget entities accountable for resource usage.	1. National budget developed using a medium-term fiscal framework. 2. The entire general government sector is encompassed in the budget.	S	Ministry of Finance	Ministry of Finance
21	Enhance discipline in the expenditure planning of the budget by preventing large adjustments by Parliament just before approval, ensuring all changes undergo prior analysis of cost-benefit and feasibility, while carefully considering their impact on the budget deficit.	1. Frequency of large adjustments to expenditure planning of the budget reduced by at least 70%.	S	Ministry of Finance	Ministry of Finance

22	Consolidate all public funds within the national budget to ensure complete transparency and accountability in fiscal policy, minimizing the risk of corruption associated with funds outside the budget that lack standard internal controls and external oversight.	1. Stakeholder consultations conducted. 2. 100% consolidation of all public funds within the national budget achieved. 3. Annual transparency reports detailing all consolidated public funds and their allocations published.	S	Ministry of Finance	Ministry of Finance
Sub-objective 5: Establish robust mechanisms to ensure the integrity and accountability of elected representatives, fostering public trust and ethical governance.					
1	Establish an electronic system to centralize data for systematically detecting red flags related to violations of the law concerning election campaign expenditure monitoring.	1. Technical committee to oversee implementation appointed. 2. Needs Assessment to identify the requirements and expectations of stakeholders conducted. 3. Concept note with system specifications developed. 4. All relevant data sources identified and data standardization protocols developed. 5. Call for bids issued. 6. Procurement committee convened. 7. Necessary software designed and developed. 8. Necessary hardware procured. 9. At least 80% of user trainings conducted. 10. 100% integration of relevant data sources into the centralized system. 11. System is operationalized. 12. An annual review to assess the performance and effectiveness of the system conducted.	M	Election Commission	Election Commission

2	Conduct a comprehensive review of the Parliamentary Code of Conduct to enhance accountability and integrity in public office.	1. Establish a review committee. 2. Existing Code of Conduct reviewed through a consultative process. 3. Revisions finalized. 4. 100% of training and awareness sessions for Members of Parliament (MPs) on the revised Code conducted.	M	Parliament	Parliament
3	Develop and introduce codes of ethics for members of Provincial Councils, Representatives of Local Government Bodies, and Members of Cooperative Societies to promote integrity and accountability.	1. Working group appointed. 2. Initial drafts completed. 3. Stakeholder consultations conducted. 4. Codes of Conduct finalized. 5. 100% of training and awareness sessions for members of Provincial Councils, Representatives of Local Government Bodies, and Members of Cooperative Societies on the Codes conducted.	M	Election Commission Ministry of Public Administration, Provincial Councils and Local Government Authorities	Election Commission Ministry of Public Administration, Provincial Councils and Local Government Authorities
Sub-objective 6: Enhance public confidence in the integrity and effectiveness of the criminal justice system.					
1	Develop a comprehensive communication strategy to inform public officials and citizens about the whistle-blower protection mechanism under the Anti-Corruption Act No. 09 of 2023.	1. Communication Strategy developed. 2. Content created. 3. 100% of training for staff responsible for disseminating information completed. 4. Awareness campaigns for the public and public officials conducted. 5. Feedback mechanism implemented. 6. Performance metrics to evaluate the effectiveness of the communication efforts developed.	M	CIABOC	CIABOC
2	Organize training sessions for public officials and stakeholders to explain the details of the whistle-blower protection mechanism and the process for reporting corruption.	1. All training material developed. 2. Training participation rate is at least 85%. 3. Training completion rate is at least 90% 4. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects. 5. 70% application of training content.	S-M	CIABOC	CIABOC SLIDA

3	Empower Head of Department (HoD) to protect whistle-blowers and ensure their safety by: i. Clearly defining the responsibilities of the HoD in protecting whistle-blowers and ensuring their safety. ii. Providing the HoD with resources and guidelines to effectively support and protect whistle-blowers.	1. A clear document outlining the responsibilities of HoDs regarding whistle-blower protection is developed and disseminated. 2. At least 80% of HoDs complete training on whistle-blower protection. 3. comprehensive resources and guidelines are provided to all HoDs. 4. Feedback mechanism established to assess HoDs' confidence and effectiveness in supporting whistle-blowers	S	CIABOC	CIABOC IAUs of all government institutions
4	Create clear conduct guidelines for the judiciary, developed by the judiciary itself, to promote integrity and accountability.	1. Stakeholder consultations conducted. 2. Guidelines drafted and adopted. 3. Training sessions for 100% of judiciary members on the new guidelines conducted.	S	Judicial Service Commission (JSC)	JSC
5	Introduce a code of conduct for law enforcement officers, making adherence to it a mandatory part of their employment contracts.	1. Initial draft completed. 2. Stakeholder consultations conducted. 3. Code of Conduct finalized. 4. 100% of the training and awareness sessions on the new code conducted. 5. 100% of new employment contracts include adherence to the code of conduct. 6. Compliance monitoring framework established. 7. Annual review for effectiveness and relevance conducted.	S	CIABOC	Sri Lanka Police CIABOC

6	Introduce a Code of Conduct for prosecutors of the Attorney General's Department to establish a clear framework of ethical standards and enhance public trust.	1. Initial draft completed. 2. Stakeholder consultations conducted. 3. Code of Conduct finalized. 4. 100% of the training and awareness sessions on the new code conducted. 5. Annual review for effectiveness and relevance conducted.	S	Attorney General's Department	Attorney General's Department
7	Strengthen the enforcement of the Supreme Court Rules to promote ethical behavior among attorneys-at-Law	1. Review of Rules completed. 2. Stakeholder consultations completed. 3. Revisions finalized. 4. Training and awareness for members of the bar on the new Rules conducted. 5. Compliance monitoring framework established. 6. Annual review for effectiveness and relevance conducted.	L	Bar Association of Sri Lanka (BASL)	BASL
8	Train officers of the Human Rights Commission of Sri Lanka (HRCSL) on effectively handling corruption issues within complaints related to human rights violations.	1. All training material developed. 2. Number of training sessions conducted. 3. Training participation rate is at least 90%. 4. Training completion rate is at least 95%. 5. Post-Training Knowledge improvement is at least 40% in scores from pre-training to post-training assessments. 6. Feedback from at least 80% of participants received with a training effectiveness score of 85%.	S	HRCSL	CIABOC HRCSL

Sub-objective 7: Implement targeted initiatives to prevent corruption within the private sector and promote ethical business practices.					
1	Develop a model Corporate Integrity and Anti-Corruption Code specifically for the private sector through a consultative process involving a working group comprising representatives from the private sector, legal experts, and anti-corruption organizations.	1. Working group appointed. 2. Initial draft completed. 3. Stakeholder consultations conducted. 4. Code of Conduct finalized.	M	CIABOC	CIABOC Registrar of Companies Securities and Exchange Commission (SEC) Chambers of Commerce The Institute of Chartered Accountants of Sri Lanka (CA Sri Lanka) Employers Federation of Ceylon (EFC)
2	Implement a pilot programme with companies willing to implement and test the Code's effectiveness and practicality in operational settings.	1. Participating companies identified. 2. 100% of the training and awareness sessions on the new Code conducted. 3. Provisions of the code implemented. 4. Compliance monitoring framework established. 5. 2-year review of effectiveness and relevance conducted.	M	CIABOC	Registrar of Companies SEC Chambers of Commerce CA Sri Lanka EFC

3	Create training material and resources to help companies understand and implement the Code effectively.	1. Training needs identified. 2. All content and training material developed within a specified time period. 3. At least 70% engagement from companies in training sessions achieved.	M	CIABOC	Registrar of Companies SEC Chambers of Commerce CA Sri Lanka EFC
4	Develop incentives for companies to adopt and implement the Corporate Integrity and Anti-Corruption Code.	1. Structure for incentives developed. 2. Participation from at least 40 companies in the incentive programme within the first year secured. 3. Periodic evaluation of the effectiveness of the incentives programme conducted and adjustments to the structure made. 4. Programme to provide visibility and recognition for successful companies established.	M	CIABOC	Registrar of Companies SEC Chambers of Commerce CA Sri Lanka EFC
5	Launch a campaign to promote the Code among private sector companies, highlighting its importance for corporate economic efficiency and reputation.	1. Campaign designed and launched. 2. Pre- and post-campaign surveys, with an outcome of at least a 30% increase in awareness of the code conducted. 3. At least 50 companies involved in campaign-related events or initiatives.	M	CIABOC	Registrar of Companies SEC Chambers of Commerce CA Sri Lanka EFC

6	Establish secure reporting mechanisms (including anonymous ones) for employees to report corrupt practices.	1. Secure and confidential reporting channels established. 2. 100% User accessibility rate. 3. Incident reporting volume shows a 25% increase in the first year. 4. Satisfaction rate in annual user surveys regarding the effectiveness and confidentiality of the reporting mechanisms is at least 75%.	S	CIABOC SEC	Private sector companies
7	Establish an office of the Business Ombudsman in Sri Lanka to provide a platform for national and foreign companies to report corruption and other irregularities faced in dealing with public administration.	1. Legal and operational framework developed through a consultative process. 2. Office of the Ombudsman established. 3. The office is provided with all necessary resources. 4. Comprehensive awareness campaign launched. 5. A resolution rate of at least 60% of reported cases within the first year of operation	M	Ministry of Finance	Cabinet of Ministers Ministry of Finance Registrar of Companies





KADUPUL FLOWER - integrity

B. EDUCATION AND COMMUNITY ENGAGEMENT



B. EDUCATION AND COMMUNITY ENGAGEMENT

STRATEGIC PRIORITY AREA TWO: EDUCATION AND COMMUNITY ENGAGEMENT

When combatting corruption as a nation, a multifaceted approach is required—one that involves not only legal and institutional reforms but also the empowerment of citizens through education and community engagement. This aspect is crucial in building a culture of transparency, accountability, and ethical governance that can combat corruption at its roots as well as lay the foundation for ethical awareness and integrity among stakeholders.

Promoting a deep understanding of the harmful effects of corruption, education helps individuals recognize its detrimental consequences on both a personal and societal level. Moreover, education increases awareness of citizens' rights and the mechanisms available to hold corrupt officials accountable. Thereby, the public will be better equipped to demand accountability, challenge corrupt practices, and engage in ethical decision-making processes. In this way, education not only raises individual awareness but also strengthens democratic institutions by encouraging active participation and advocacy for good governance.

While education empowers individuals, community engagement creates a collective force to address corruption. Corruption thrives in environments where citizens are passive or disengaged, allowing corrupt practices to go unchecked. Community engagement fosters a sense of shared

responsibility, encouraging individuals to work together toward common goals such as justice, transparency, and ethical governance. In this way, communities can serve as a powerful force for reform, ensuring that corrupt practices are exposed and addressed.

In the circumstances, NACAP identifies 'Education and Community Engagement' as its second key Strategic Priority Area with the overall strategic objective of 'promoting value-based education and community engagement to empower citizens and reducing corruption through informed participation and ethical conduct'.

Recognizing the need to change the existing culture and attitudes toward corruption and combatting corruption in general, the NACAP proposes (among other action) teaching the importance of integrity, transparency, and the rule of law to children within the formal education system. By fostering a strong sense of civic responsibility and instilling values of honesty and fairness through early education, children are effectively introduced to a culture of integrity, which will contribute to their development as exemplary adults with strong ethical principles. Simultaneously, civic engagement enables individuals to interact with governance structures and monitor their activities, ensuring that they do not engage in corrupt practices.

To such an end, the NAAP proposes the actions under the following eight (08) sub-objectives:

Sub-objective 1: Provide integrity education for children and youth to instill ethical values and promote responsible citizenship during formative stages of development.

Sub-objective 2: Enhance awareness-raising initiatives within the public sector to promote transparency, accountability, and ethical practices among public officials.

Sub-objective 3: Foster public demand for accountability through strengthening the role of civil society and citizens in promoting transparency and good governance.

Sub-objective 4: Strengthen the role of media in fostering a culture of integrity and promoting ethical standards within society.

Sub-objective 5: Engage the private sector towards establishing a society of integrity through value-based education initiatives

Sub-objective 6: Promote awareness among elected representatives through value-based educational initiatives to enhance engagement in the anti-corruption space.

Sub-objective 7: Enhance awareness among stakeholders within the criminal justice process.

Sub-objective 8: Enhance understanding of corruption in the country through comprehensive research initiatives that analyze its causes, impacts, and patterns.

As individuals and communities learn about their rights, the consequences of corruption, and the ways they can make a difference, they are more likely to take action, both individually and collectively, to reinforce the fight against corruption from all angles, thereby creating a culture of integrity.

Strategic objective: Promote value-based education and community engagement to empower citizens and reduce corruption through informed participation and ethical conduct.							
Sub-objective 1: Provide integrity education for children and youth to instil ethical values and promote responsible citizenship during formative stages of development.							
No.	measure/action	Key Performance Indicators (KPIs)	Time Frame			Responsible (Lead) Agency	Implementing Agencies
			S	M	L		
1	Develop a National Policy on Anti-Corruption and Integrity Education for Sri Lanka.	1. Draft policy developed. 2. Stakeholder consultations concluded. 3. Draft finalized. 4. Implementation strategy developed.		M		Ministry of Education, Higher Education, and Vocational Education	Ministry of Education, Higher Education, and Vocational Education
2	Conduct a comprehensive review of the existing curricula for primary, middle, and high schools to ensure messages of integrity and anti-corruption are incorporated through participatory educational methods.	1. 100% of the existing curricula reviewed. 2. Messages of anti-corruption through participatory methods incorporated into the curricula. 3. At least 80% of teachers involved in the implementation of the updated curricula trained.		L		Ministry of Education, Higher Education, and Vocational Education	Ministry of Education, Higher Education, and Vocational Education National Institute of Education
3	Integrate anti-corruption education into the syllabuses of universities.	1. 100% of the existing curricula reviewed. 2. At least 5 new or revised courses introduced. 3. At least 80% of the faculty members delivering the courses trained. 4. At least 85% student satisfaction rate regarding the relevance and quality of the anti-corruption education attained.		M		Ministry of Education, Higher Education, and Vocational Education	University Grants Commission (UGC)
4	Integrate anti-corruption education into the curricula of technical institutions, and vocational training institutions.	1. 100% of the existing curricula reviewed. 2. At least 3 new or revised courses introduced. 3. At least 80% of the instructors delivering the courses trained. 4. At least 85% student satisfaction rate regarding the relevance and quality of the anti-corruption courses attained.		M		Ministry of Education, Higher Education, and Vocational Education	National Apprentice and Industrial Training Authority (NAITA)

5	Introduce anti-corruption and integrity modules in orientation programmes for university undergraduates.	1. Develop and finalize a comprehensive session plan. 2. All awareness-raising material developed. 3. Session participation rate is at least 90%. 4. Feedback on the effectiveness of the sessions documented.	M	UGC	UGC
6	Conduct awareness-raising workshops and teacher training workshops for pre-school and school teachers on how to integrate anti-corruption and integrity into the curriculum.	1. All awareness-raising material developed. 2. Number of workshops conducted. 3. Training Participation Rate is at least 90%. 4. Training completion rate is at least 95%. 5. Post-Training Knowledge Assessment is on average 80% for knowledge retention.	S-L	Ministry of Education, Higher Education, and Vocational Education	Ministry of Education, Higher Education, and Vocational Education
7	Issue requisite guidelines and circulars to school authorities to refrain from corrupt practices during periods more vulnerable to corruption, specifically during admissions to grades 1, 5, and 12.	1. Guidelines and circulars developed and disseminated. 2. Awareness-raising material developed. 3. Awareness-raising campaign launched. 4. Annual review for effectiveness and relevance conducted.	S	Ministry of Education, Higher Education, and Vocational Education	Ministry of Education, Higher Education, and Vocational Education
8	Continue the establishment of integrity clubs in schools to foster a culture of integrity among students.	1. Integrity clubs established in at least 80% of the targeted schools. 2. At least 70% membership rate within schools. 3. At least 75% of club members participate in at least two integrity-related activities each year. 4. Number of teachers and school administrators trained to support and mentor integrity club members.	S-M	Ministry of Education, Higher Education, and Vocational Education	Ministry of Education, Higher Education, and Vocational Education
9	Recognize and reward school children from integrity clubs who demonstrate high ethical standards as role models.	1. Formal recognition programme established. 2. Number of schools participating in the integrity club recognition and reward programme. 3. Number of student-led initiatives promoting integrity and anti-corruption awareness.	M	Ministry of Education, Higher Education, and Vocational Education	Ministry of Education, Higher Education, and Vocational Education

10	Develop co-curricular anti-corruption activities through arts and drama to engage students creatively.	1. Number of co-curricular anti-corruption activities designed (e.g., plays, debates, art competitions, storytelling). 2. Number of schools incorporating arts and drama-based anti-corruption programs into their co-curricular activities. 3. At least 60% of the schools adopting at least one anti-corruption-themed creative activity per academic year. 4. Number of students participating in anti-corruption arts and drama activities. 5. Number of anti-corruption messages conveyed through student-created art and drama productions.	S-L	Ministry of Education, Higher Education, and Vocational Education	Ministry of Education, Higher Education, and Vocational Education
11	Host debates and competitions on anti-corruption topics in schools.	1. Number of relevant debates and competitions held annually at school, district, and national levels. 2. Number of schools participating in anti-corruption debates and competitions. 3. Number of students registered to compete in debates and competitions. 4. Post-competition Knowledge Assessment is on average 80% for knowledge retention of anti-corruption principles before and after participation.	S-L	Ministry of Education, Higher Education, and Vocational Education	Ministry of Education, Higher Education, and Vocational Education
12	Develop strategies to engage youth committees in corruption-prevention activities.	1. Number of active youth committee members engaged in corruption-prevention initiatives. 2. Number of training sessions conducted for youth committee members on anti-corruption awareness and leadership. 3. Number of anti-corruption campaigns, workshops, and community engagement programmes organized by youth committees. 4. Number of youth-led initiatives addressing corruption-related issues at the community or institutional level. 5. Percentage of youth committee activities that include direct engagement with policymakers, civil society organizations, or the private sector. 6. Number of community members and students reached through youth-led anti-corruption awareness programmes.	S-M	National Youth Services Council of Sri Lanka	National Youth Services Council of Sri Lanka

Sub-objective 2: Enhance awareness-raising initiatives within the public sector to promote transparency, accountability, and ethical practices among public officials.					
1	Launch high-profile anti-corruption programmes within public institutions advocated by institutional heads, emphasizing a zero-tolerance approach to corruption.	1. Number of public institutions that officially launch anti-corruption programmes. 2. At least 80% of institutional heads publicly endorse and advocate for the programme. 3. Number of employees reached through programme launch events, awareness sessions, and training. 4. Number of anti-corruption initiatives implemented within institutions.	S	Ministry of Public Administration, Provincial Councils and Local Government	Ministry of Public Administration, Provincial Councils and Local Government Presidential Secretariat CIABOC
2	Inclusion of questions relating to bribery and corruption in Public Service Examinations/ Efficiency Bar (EB) Examination for all categories of public officers	1. Percentage of Public Service and EB examinations that include questions on bribery and corruption. 2. Number of examination syllabi and study guides officially revised to incorporate anti-corruption topics. 3. Number of feedback sessions or stakeholder consultations conducted to refine the inclusion of corruption-related content in exams. 4. Percentage of questions related to bribery and corruption in relevant examination sections.	M	Ministry of Public Administration, Provincial Councils and Local Government	Ministry of Public Administration, Provincial Councils and Local Government
3	Continue the 5-day anti-corruption and integrity training module introduced for public officers.	1. Number of 5-day training sessions conducted annually across different public institutions. 2. Number of public officials who complete the full 5-day training programme. 3. Post-Training Knowledge Assessment is on average 80% for knowledge retention. 4. 100% of training modules updated annually to reflect legal or policy changes. 5. Number of trainers developed within public institutions to facilitate wider training rollout.	S-L	Ministry of Public Administration, Provincial Councils and Local Government	Ministry of Public Administration, Provincial Councils and Local Government SLIDA

4	Introduce regular refresher training on anti-corruption and integrity for all public officials to ensure ongoing awareness and compliance.	1. Number of refresher training sessions conducted annually across public institutions. 2. Percentage of public officials completing refresher training within a specified period 3. Percentage of institutions mandating refresher training as part of ongoing professional development. 4. 100% of training modules updated annually to reflect legal, policy, and procedural changes in anti-corruption efforts. 5. Number of in-house trainers certified to conduct refresher training within public institutions. 6. E-modules developed and made accessible.	S-L	Ministry of Public Administration, Provincial Councils and Local Government	Ministry of Public Administration, Provincial Councils and Local Government SLIDA
5	Implement special anti-corruption training for school administrators to reduce corruption in the education sector.	1. All awareness-raising material developed. 2. Number of sessions conducted. 3. Training Participation Rate is at least 90%. 4. Training completion rate is at least 95%. 5. Post-Training Knowledge Assessment is on average 80% for knowledge retention.	S-M	Ministry of Education, Higher Education, and Vocational Education	Ministry of Education, Higher Education, and Vocational Education CIABOC
6	Organize awareness-raising and training programmes for members of statutory boards, along with on-the-job training opportunities.	1. All awareness-raising and training material developed. 2. Number of sessions conducted. 3. Training Participation Rate is at least 90%. 4. Training completion rate is at least 95%. 5. Post-Training Knowledge Assessment is on average 80% for knowledge retention.	S-M	CIABOC	CIABOC

Sub-objective 3: Foster public demand for accountability through strengthening the role of civil society and citizens in promoting transparency and good governance.					
1	Launch public education campaigns focused on anti-corruption laws and reporting procedures to inform citizens of their rights and responsibilities.	1. Campaigns designed and launched. 2. Number of citizens reached through campaign materials (measured through audience analytics, social media engagement, and distribution reports) 3. Pre- and post-campaign surveys, with an outcome of at least a 50% increase in awareness of anti-corruption laws and reporting procedures conducted. 4. The number of corruption reports filed through official channels post-campaign increased. 5. Percentage of citizens expressing confidence in whistleblowing mechanisms increased. 6. Number of continuous or follow-up campaigns launched based on impact assessment and public demand. 7. Improvement in public perception of government transparency and anti-corruption efforts.	S-L	CIABOC	CIABOC
2	Develop and implement an expanded media and outreach campaign promoting the Right to Information (RTI) Act to enhance public awareness, including training for the general public to build capacities on how to access information using the RTI law effectively	1. Campaign designed and launched. 2. Number of citizens reached through campaign materials (measured through audience analytics, social media engagement, and distribution reports) 3. Pre- and post-campaign surveys, with an outcome of at least a 50% increase in awareness of the RTI Act and how to access information. 4. Number of training sessions conducted for the general public on how to use the RTI Act to access information. 5. Percentage of trained individuals who successfully submit RTI requests within six months of training. 6. Increase in the number of RTI requests filed by the public following the campaign.	S-M	RTIC	RTIC

3	Create and disseminate diverse material on anti-corruption, prevention mechanisms, and accessing public services, utilizing various disability-inclusive media formats (Eg. songs, slogans, teledramas, films, social media, posters, pamphlets, billboards, and electronic advertisements).	1. Number of different types of media material produced. 2. Percentage of material designed with accessibility features. 3. At least 50% of material co-created or reviewed by persons with disabilities. 4. Number of languages in which material are developed to ensure inclusivity and wider reach. 5. Total audience reached through different media formats. 6. Number of interactions on digital and social media platforms related to anti-corruption content. 7. Pre- and post-campaign surveys, with an outcome of at least a 40% increase in awareness of accessing public services.	S-L	CIABOC	CIABOC
4	Host workshops for the general public focusing on the Citizen's Charter, their rights to services, access to public services, and the responsibilities of public officials.	1. Number of workshops conducted. 2. Total number of participants attending the workshops. 3. Pre- and post-workshop surveys, with an outcome of at least a 40% increase in their knowledge of rights to services and responsibilities of public officials.	S-M	CIABOC	Ministry of Public Administration, Provincial Councils and Local Government CIABOC
5	Organize workshops for civil society representatives to empower them as advocates for transparency and good governance.	1. Number of workshops conducted. 2. Total number of civil society representatives trained. 3. Pre- and post-workshop surveys, with an outcome of at least a 40% increase in their knowledge of transparency, good governance, and anti-corruption frameworks. 4. Percentage of participants who engage in advocacy campaigns or awareness-raising activities within six months of attending the workshop.	S-M	CIABOC	CIABOC

6	Develop informational material and conduct awareness-raising sessions on the connection between corruption and breaches of fundamental human rights and freedoms for the general public.	1. Number of different types material produced. 2. Number of workshops/awareness sessions conducted. 3. Total number of persons trained. 4. Total audience reached through different media formats. 5. Pre- and post-campaign surveys, with an outcome of at least a 40% increase in understanding the connection between corruption and breaches of fundamental human rights and freedoms.	S-M	HRCSL	HRCSL CIABOC
Sub-objective 4: Strengthen the role of media in fostering a culture of integrity and promoting ethical standards within society.					
1	Utilize social and other media to launch targeted public media campaigns to raise awareness about anti-corruption initiatives and promote ethical standards.	1. Campaigns designed and launched. 2. Number of citizens reached through campaign material (measured through audience analytics, social media engagement, and distribution reports). 3. Pre- and post-campaign surveys, with an outcome of at least a 50% increase in awareness of anti-corruption initiatives conducted. 4. The number of corruption reports filed through official channels post-campaign increased. 5. Improvement in public perception of government transparency and anti-corruption efforts.	S-M	CIABOC	CIABOC Public and private media establishments
2	Organize training programmes for media organizations and journalists focused on anti-corruption reporting and investigative journalism techniques through the Sri Lanka Press Institute.	1. Number of training modules developed. 2. Number of workshops conducted. 3. Total number of journalists trained. 4. Pre- and post-workshop surveys, with an outcome of at least a 40% increase in their knowledge of anti-corruption reporting and investigative journalism techniques. 5. Number of investigative reports or articles produced by trained journalists within six months of training. 6. Percentage of trained journalists who remain engaged in anti-corruption reporting one year after the training.	M	CIABOC	CIABOC Ministry of Mass Media

3	Identify key media partners, including newspapers, television stations, and online platforms, and formalize collaborations on anti-corruption initiatives by signing Memorandums of Understanding (MOUs).	1. Number of key media organizations identified for collaboration and discussions on anti-corruption initiatives. 2. Number of MOUs signed with media organizations for anti-corruption initiatives. 3. Number of collaborative media campaigns initiated following the signing of MOUs. 4. Increase in media coverage on anti-corruption issues across print, television, and online platforms. 5. Percentage of media partners that integrate anti-corruption themes into their editorial content or programming. 6. Pre- and post-coverage surveys, with an outcome of at least a 40% increase in the public knowledge of anti-corruption initiatives.	M	CIABOC	Ministry of Mass Media
Sub-objective 5: Engage the private sector towards establishing a society of integrity through value-based education initiatives					
1	Develop and implement targeted awareness-raising programmes on new offenses for the private sector.	1. Number of awareness-raising material/programmes developed. 2. Number of workshops/awareness sessions conducted. 3. Total number of persons trained. 4. Pre- and post-session surveys, with an outcome of at least a 50% increase in knowledge. 5. Number of companies adopting anti-corruption policies as a result of the awareness-raising.	S-M	CIABOC	CIABOC
2	Develop and implement targeted awareness-raising programmes on new offenses for the sports sector.	1. Number of awareness-raising material/programmes developed. 2. Number of workshops/awareness sessions conducted. 3. Total number of persons trained. 4. Pre- and post-session surveys, with an outcome of at least a 50% increase in knowledge. 5. Number of sports organizations integrating anti-corruption awareness into their training programmes.	S-M	CIABOC	CIABOC

3	Organize awareness-raising sessions for regulatees of regulatory authorities such as the Securities and Exchange Commission (SEC), Imports and Exports Department, Board of Investment (BOI) to educate them on what constitutes corrupt practices.	1. Number of awareness-raising material/programmes developed. 2. Number of regulatory authorities actively collaborating in planning and implementing the sessions. 3. Number of workshops/awareness sessions conducted. 4. Total number of persons trained. 5. Pre- and post-session surveys, with an outcome of at least a 40% increase in knowledge. 6. Number of regulatees implementing internal compliance mechanisms following participation. 7. Increase in corruption-related inquiries or reports made to regulatory authorities post-training.	S-M	All regulatory authorities	All regulatory authorities CIABOC
4	Identify specified business enterprises as defined in section 5 of the Sri Lanka Accounting and Auditing Standards Act, No. 15 of 1995 and other private sector associations and chambers of commerce as integrity partners and formalize collaborations by signing Memorandums of Understanding (MOUs) outlining roles, responsibilities, and collaborative initiatives aimed at promoting corruption prevention and ethical practices within the private sector.	1. Number of entities identified for collaboration and discussions on integrity partnerships. 2. Number of MOUs signed with these entities for anti-corruption initiatives. 3. Number of joint initiatives launched to promote corporate integrity, transparency, and anti-corruption compliance following the signing of MOUs. 4. Percentage of partnered enterprises integrating anti-corruption policies into their corporate governance frameworks. 5. Percentage of integrity partners reporting enhanced internal controls and reduced instances of corruption-related risks.	S-M	CIABOC	CIABOC Presidential Secretariat

Sub-objective 6: Promote awareness among elected representatives through value-based educational initiatives to enhance engagement in the anti-corruption space.					
1	Organize induction and periodic awareness-raising workshops for members of parliament and parliamentary oversight committees, focusing on legal provisions, global best practices, and their duties related to anti-corruption.	1. All standardized workshop material developed. 2. Number of training sessions conducted. 3. Training Participation Rate is at least 90% 4. Training completion rate is at least 95% 5. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects.	S-M	CIABOC	Parliament CIABOC
2	Host induction and periodic awareness-raising workshops for Provincial Councils and local government elected representatives, covering legal provisions, global best practices, and their responsibilities in combating corruption.	1. All standardized training material developed 2. Number of training sessions conducted 3. Training Participation Rate is at least 90% 4. Training completion rate is at least 95% 5. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects.	S-M	CIABOC	All Provincial Councils and Local Government Authorities Sri Lanka Institute of Local Governance (SLILG) CIABOC

Sub-objective 7: Enhance awareness among stakeholders within the criminal justice process.					
1	Implement induction and periodic refresher training sessions for judges, to update their knowledge on the latest international and national anti-corruption laws, practices, and trends to enhance their understanding and capacity to handle related cases.	1. All standardized training material developed. 2. Number of training sessions conducted 3. Training Participation Rate is at least 90% 4. Training completion rate is at least 95% 5. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects. 6. Percentage of judges who report increased confidence in handling corruption-related cases post-training. 7. Reduction in case backlog related to corruption due to improved case management techniques learned in training.	S-M	JSC Judges Institute	JSC Judges Institute
2	Conduct sessions aimed at sharing experiences and best practices related to integrity within the judiciary to foster a culture of accountability.	1. Number of sessions conducted. 2. Participation Rate is at least 90% 3. Post-session Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects. 4. Number of sessions incorporated into continuous judicial education programmes.	S-M	JSC Judges Institute	JSC Judges Institute
3	Implement special anti-corruption training for police officers to reduce corruption within the police force.	1. All standardized training material developed. 2. Number of training sessions conducted. 3. Training Participation Rate is at least 90%. 4. Training completion rate is at least 95%. 5. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects. 6. Number of training modules incorporated into police academy curricula. 7. Year-over-year reduction in Corruption Incidents.	S	Sri Lanka Police	Sri Lanka Police CIABOC

Sub-objective 8: Enhance understanding of corruption in the country through comprehensive research initiatives that analyze its causes, impacts, and patterns.					
1	Conduct a standardized annual survey on corruption in Sri Lanka using an approved methodology and publish its' results.	1. Standardized survey methodology developed and approved. 2. Number of respondents surveyed annually, ensuring representation across key demographics and sectors. 3. Geographic coverage of the survey. 4. Completion of data analysis within the set timeframe. 5. Number of key corruption trends and findings identified and reported. 6. Survey findings published annually. 7. Number of policy reforms or anti-corruption initiatives influenced by survey findings.	S-L	CIABOC	CIABOC
2	Carry out and publish qualitative empirical research focused on anti-corruption efforts and ensure follow-up on the resulting recommendations.	1. At least 90% Research Completion Rate 2. Quality and Relevance of Research Findings. 3. Research findings published and disseminated. 4. Positive co-relation between the research conducted and new Anti-Corruption Policies developed.	M-L	CIABOC	CIABOC
3	Create research grants for independent corruption related studies by academia and other research bodies and use the findings and recommendations of such studies in developing or refining anti-corruption strategies.	1. Number of Research Grants Awarded. 2. At least 80% of research projects focus on diverse and critical aspects of corruption. 3. At least 90% of research proposals are of high quality, addressing key anti-corruption concerns with clear objectives and feasible methodologies. 4. At least 90% of awarded research projects are completed within the agreed timeframe. 5. At least 50% of research findings contribute to significant policy or procedural changes in anti-corruption efforts.	M-L	CIABOC	CIABOC





BEAK AND NECK - intelligence

C. INSTITUTIONAL STRENGTHENING & ENFORCEMENT



C. INSTITUTIONAL STRENGTHENING & ENFORCEMENT

STRATEGIC PRIORITY AREA THREE: INSTITUTIONAL STRENGTHENING OF CIABOC AND OTHER LAW ENFORCEMENT AGENCIES

In combating corruption, it is crucial to have strong, competent, and independent law enforcement agencies that can investigate, prosecute, and deter corrupt practices. Strengthening these agencies is not only essential for bringing corrupt individuals to justice but also for creating a culture of accountability, transparency, and integrity. Effective law enforcement also creates a deterrent effect, dissuading individuals and institutions from engaging in corruption. When law enforcement agencies are strong, well-resourced, and transparent, they become an essential tool in the fight for a more just, accountable, and corruption-free society.

Investigation and prosecution of matters relating to corruption is often complex, requiring specialized knowledge and expertise in multiple areas such as financial crimes, forensic accounting, money laundering, asset recovery and understanding the intricate workings of corrupt networks. Thus, in strengthening law enforcement agencies, it must be ensured that investigators are well-trained and equipped with the necessary specialized knowledge, tools and resources to carry out thorough investigations. Investment in modern technology, data analysis tools, and international collaboration is also crucial.

As law enforcement agencies are susceptible to pressure from political elites or powerful interests who may be involved in corrupt activities, strengthening law enforcement also means ensuring that agencies are independent and free from outside

influence. This independence is crucial because it allows investigators and prosecutors to pursue corruption cases without fear of retaliation or political consequences. When law enforcement agencies are independent from political interference, they can conduct high-profile investigations without the fear of repercussions. In the same vein, legal reforms to protect the autonomy of agencies such as anti-corruption commissions, national police forces, or judicial bodies are essential for fostering trust in their ability to act impartially (This aspect is addressed under 'Strategic Priority Area Four').

In addition to legal safeguards, strengthening the internal structures of law enforcement agencies through transparent leadership selection, accountability measures, and performance evaluations helps ensure that their operations remain focused on justice and anti-corruption measures. This would in return enhance the credibility of such agencies and public confidence in their ability to deliver justice. Transparent processes and accountability mechanisms, such as regular audits of law enforcement operations, public reporting of cases, and independent oversight, help not only in building trust with the public but also fostering a culture of integrity.

Furthermore, in strengthening law enforcement agencies, it is vital to improve inter-agency coordination within the criminal justice system to ensure that cases are handled

swiftly and effectively. It includes providing the tools to build strong, compelling cases that can withstand rigours of prosecution, and ensuring that there are adequate protections for witnesses, whistleblowers, and those involved in the case. This also involves investing in capacity-building initiatives that enable law enforcement agencies to work collaboratively with international counterparts can significantly enhance the ability to fight corruption on a global scale. Through training programmes, information sharing, and joint operations, law enforcement agencies can address corruption that operates beyond national borders and ensure that corrupt actors are held accountable, no matter where they are located.

Against the above backdrop, the NACAP outlines Institutional Strengthening of CIABOC and other Law Enforcement Agencies as its third strategic priority area with the overall strategic objective of ‘enhancing the institutional capacity of CIABOC and other law enforcement agencies to effectively combat corruption’.

Recognizing that CIABOC and other law enforcement agencies must be granted the necessary resources, operational autonomy, and legal protection from political interference, which allows them to function effectively and without fear of reprisal, the NACAP proposes actions under the following three (03) sub-objectives:

Sub-objective 1: Enhance the capabilities and effectiveness of CIABOC to improve its response to corruption through targeted training, resource allocation, and the development of specialized units in line with the Anti-Corruption Act No.09 of 2023.

Sub-objective 2: Strengthen other law enforcement agencies and regulatory bodies to enhance their capacity to detect, investigate, and prevent corruption.

Sub-objective 3: Strengthen inter-agency relations to foster collaboration and information sharing among law enforcement and regulatory bodies in the fight against corruption.

Strengthening CIABOC and other law enforcement agencies is a cornerstone in the fight against corruption. Thus, enhancing investigative capacity, ensuring independence, improving prosecution efforts, and fostering public trust of these agencies play a central role in both deterring and addressing corruption.

Strategic objective: Enhance the institutional capacity of CIABOC and other law enforcement agencies to effectively combat corruption							
Sub-objective 1: Enhance the capabilities and effectiveness of CIABOC to improve its response to corruption through targeted training, resource allocation, and the development of specialized units in line with the Anti-Corruption Act No.09 of 2023.							
No.	Measure/ Action	Key Performance Indicators (KPIs)	Time Frame			Responsible (Lead) Agency	Implementing Agencies
			S	M	L		
1	Develop a decentralization strategy for CIABOC to improve accessibility and responsiveness to local corruption issues through a regional presence.	1. Decentralization strategy devised. 2. Stakeholder consultations held. 3. Decentralization strategy finalized. 4. Regional offices established and operationalized. 5. User satisfaction survey on accessibility and responsiveness conducted.	S			CIABOC	CIABOC
2	Develop and execute a robust institutional strategic plan to strengthen CIABOC's operational effectiveness and enhance its capacity to address corruption effectively.	1. Institutional Strategic Plan developed. 2. Increase in the No. of investigations and prosecutions concluded within the first year.	S			CIABOC	CIABOC
3	Conduct a training needs assessment and develop an annual training strategy for CIABOC to enhance its technical capacity.	1. Training Needs Assessment conducted. 2. Annual training strategy developed. 3. At least 90% of the training programmes conducted.	S-L			CIABOC	CIABOC
4	Develop and implement standardized training modules for different categories of CIABOC officials, ensuring they are regularly updated.	1. Standardized training modules developed. 2. Regular updating frequency.	S			CIABOC	CIABOC
5	Conduct periodic specialized training sessions for prosecutors to enhance their skills and effectiveness in handling cases.	1. Number of training sessions conducted 2. Training Participation Rate is at least 90% 3. Training completion rate is at least 95% 4. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects	S-L			CIABOC	CIABOC

6	Provide targeted training for CIABOC investigators on the use of special and other investigative techniques and equipment.	1. Number of training sessions conducted 2. Training Participation Rate is at least 90% 3. Training completion rate is at least 95% 4. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects	S	CIABOC	CIABOC
7	Identify criteria for determining complexity and public profile of complex cases against PEPs for investigation and develop a system to ensuring prompt assignment of these cases to specialized teams within CIABOC.	1. Finalize the criteria 2. 50% improvement of file assignment efficiency within 1 year 3. Qualitative and quantitative evaluation of case outcomes	S	CIABOC	CIABOC
8	Develop and operationalize SOPs for complaints handling.	1. SOPs developed. 2. Training for complaints handling staff conducted. 3. Annual review to assess the effectiveness of complaints handling conducted.	S	CIABOC	CIABOC
9	Obtain approval for a disability-inclusive Infrastructure and Software Improvement Plan for the CIABOC that includes renovations and equipment upgrades for its facilities, including the acquisition of necessary surveillance and analysis equipment.	1. Plan developed. 2. Sufficient budget allocated. 3. Identified renovations and upgrades conducted. 4. 75% of user satisfaction rating achieved.	S	CIABOC	CIABOC
10	Establish additional units within CIABOC, including an internal affairs unit, human resources unit, witness and victim protection unit, Intelligence unit, Digital forensic investigation Unit, Research and policy planning, Training unit, International unit, Media Unit.	1. All units established. 2. 100% of training for the staff in the new units conducted.	S-M	CIABOC	CIABOC

11	Establish a separate unit within CIABOC dedicated to handling matters related to assistance and protection for victims, witnesses, and whistle-blowers: i. Devise a comprehensive institutional action plan for the unit to guide its activities and ensure alignment with CIABOC's overall goals. Define the unit's mandate, functions, and responsibilities concerning assistance and protection for victims, witnesses, and whistle-blowers and clearly set out support services, protection measures, and communication protocols relevant to the unit. ii. Recruit and train staff with expertise in victim support, legal protection, and crisis management. Develop protocols and resources to ensure effective support and protection measures are in place. iii. Identify potential partnerships with NGOs, legal aid organizations, and law enforcement to strengthen support networks for victims and whistle-blowers. iv. Implement outreach programmes to raise awareness about the services available to victims, witnesses, and whistle-blowers through this unit.	1. The unit established and operationalized. 2. 100% of training for the staff in the new unit conducted. 3. Public awareness campaign launched.	S	CIABOC	CIABOC
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12	Establish an operational analytics Unit to support data-driven decision-making and enhance investigative effectiveness.	1. The unit established and operationalized. 2. 100% of training for the staff in the new unit conducted. 3. Data integration completed. 4. At least 75% impact on investigative outcomes.	S-M	CIABOC	CIABOC
13	Operationalize the Office for the Declarations of Assets, Liabilities, and Interests to enhance accountability among public officials.	1. The Office established and operationalized. 2. 100% of training for the staff in the new Office conducted. 3. 100% compliance rate for submissions of declarations.	S-M	CIABOC	CIABOC
14	Establish clear prosecution guidelines to streamline the legal processes related to corruption cases.	1. The Guidelines developed and adopted. 2. 100% of training for prosecutors conducted.	S	CIABOC	CIABOC
15	Develop and introduce a Code of conduct for CIABOC.	1. Working group appointed. 2. Initial draft completed. 3. Stakeholder consultations conducted. 4. Code of Conduct finalized.	S	CIABOC	CIABOC
16	Create a comprehensive human resources policy for CIABOC to address staffing and operational needs.	1. Human Resources Policy developed. 2. At least 80% of the Training and development initiatives conducted.	S	CIABOC	CIABOC
17	Establish and operationalise the CIABOC Fund to support the activities of the Commission.	1. Fund established. 2. 100% of training for accountants conducted. 3. Impact assessment of fund utilization conducted after 1 year.	S	CIABOC	CIABOC
18	Introduce a disability friendly mobile app that facilitates the submission of complaints related to corruption in all 3 official languages, enhancing public engagement and reporting.	1. Mobile App developed and operationalized. 2. Increase in the rate of complaints submitted through the App. 3. A user satisfaction rate of at least 75%.	S	CIABOC	CIABOC

19	Appoint a civil society and private sector focal point to enhance collaboration with civil society organizations in anti-corruption efforts.	1. Focal point appointed. 2. Impact of collaborations measured.	S	CIABOC	CIABOC
20	Develop a mechanism to facilitate coordinated investigations and corroboration of information among stakeholders.	1. Mechanism developed. 2. At least 70% of stakeholder participation rate. 3. No. of coordinated investigations.	S	CIABOC	CIABOC
21	Enhance CIABOC's implementation of the Right to Information and ensure proactive disclosure of relevant information to the public.	1. At least a 75% proactive disclosure rate achieved. 2. At least 80% user satisfaction rate achieved.	S	CIABOC	CIABOC
Sub-objective 2: Strengthen other law enforcement agencies and regulatory bodies to enhance their capacity to detect, investigate, and prevent corruption.					
1	Establish guidelines specifically governing parliamentary oversight committees to ensure ethical standards and transparency in their operations.	1. The Guidelines developed and adopted. 2. 100% of training for Members of Parliament on the Guidelines conducted.	S	Parliament	Parliament
2	Implement induction and periodic refresher training sessions for Prosecutors of the Attorney General's Department, to update their knowledge on the latest international and national anti-corruption laws, practices, and trends to enhance their understanding and capacity to handle related cases.	1. Number of training sessions conducted 2. Training Participation Rate is at least 90% 3. Training completion rate is at least 95% 4. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects	S-L	Attorney General's Department	Attorney General's Department
3	Conduct in-depth anti-corruption training programmes for key revenue departments, particularly the Customs Department, Excise Department, and Inland Revenue.	1. Number of training sessions conducted 2. Training Participation Rate is at least 90% 3. Training completion rate is at least 95% 4. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects	S-M	CIABOC	CIABOC All key revenue departments

4	Provide training for Financial Institutions (FIs), Designated Non-Financial Businesses and Professions (DNFBs), and insurers on identifying suspicious financial transactions, ultimate beneficial owners, and PEP.	1. Number of training sessions conducted 2. Training Participation Rate is at least 90% 3. Training completion rate is at least 95% 4. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects	S-M	FIU	FIU CIABOC
5	Enhance Anti-Money Laundering (AML) training for the securities sector to strengthen their ability to detect and prevent financial crimes.	1. Number of training sessions conducted 2. Training Participation Rate is at least 90% 3. Training completion rate is at least 95% 4. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects	S-M	FIU	FIU CIABOC
6	Implement automated systems for AML monitoring to improve the efficiency and effectiveness of monitoring financial transactions.	1. Automated system developed and implemented. 2. At least 75% improvement of transaction monitoring efficiency. 3. At least 75% of suspicious activity detection rate.	S	FIU	FIU
7	Strengthen the capacity of investigators, prosecutors, the judiciary, and the Financial Intelligence Unit (FIU) on AML and Counter Financing of Terrorism (CFT) through targeted periodic training.	1. Number of training sessions conducted 2. Training Participation Rate is at least 90% 3. Training completion rate is at least 95% 4. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects.	S-L	CIABOC	FIU Attorney General's Department CIABOC JSC Judges Institute
8	Facilitate specialized training sessions specifically for financial and criminal investigation officers of the Sri Lanka Police to enhance their skills in detecting and investigating corruption.	1. Number of training sessions conducted 2. Training Participation Rate is at least 90% 3. Training completion rate is at least 95% 4. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects	S-M	Sri Lanka Police	Sri Lanka Police CIABOC

9	Designate the National Procurement Commission (NPC) as the investigative authority over public procurement processes to enhance oversight and accountability.	1. NPC designated. 2. 100% of training for staff of NPC on investigations completed. 3. No. of investigations conducted. 4. No. of public reports on the findings and outcomes of investigations conducted	S-M	Presidential Secretariat	National Procurement Commission
10	Reinforce and implement the Special High Courts system to specifically handle bribery and corruption cases more effectively.	1. Special courts established and operationalized. 2. At least 50% reduction in case processing times.	S	Ministry of Justice (MoJ)	MoJ
11	Strengthen the promotion and recruitment procedures for the judiciary	1. Recruitment criteria developed. 2. No. of training and development programmes implemented.	S	JSC	JSC
12	Establish a mechanism for periodically review and if necessary, increase the salaries of judicial officers to attract and retain qualified personnel.	1. Formal salary review process established. 2. Retention rate of judicial officers increased by at least 50%. 3. At least 80% satisfaction rate of judicial officers.	S-L	JSC	JSC Ministry of Finance
Sub-objective 3: Strengthen inter-agency relations to foster collaboration and information sharing among law enforcement and regulatory bodies in the fight against corruption.					
1	Develop a clear policy framework for cooperation in information sharing for anti-corruption related law enforcement purposes that balances confidentiality with one or more of the following methods: a. Direct access to records and databases b. Mandatory sharing of information c. Spontaneous sharing of information d. Sharing information on request	1. Policy framework drafted. 2. Stakeholder consultations held. 3. Policy framework finalized. 4. Information sharing protocols implemented.	S	CIABOC	CIABOC Legal Draftsman's Department

2	Establish a common technology platform to collect information and ensure the interconnectivity of databases among agencies.	1. Common technology platform developed. 2. At least 90% agency participation rate. 3. 100% user support trainings conducted.	S	Ministry of Digital Economy	Ministry of Digital Economy
3	Establish a panel of spokespersons from anti-corruption related agencies to conduct media conferences on inter-agency coordination and provide regular briefings on relevant topics at allowable levels.	1. Panel appointed. 2. Media conference frequency determined. 3. At least 75% of public engagement rate.	S	CIABOC	All anti-corruption related agencies
4	Strengthen the capabilities of the Financial Intelligence Unit of Sri Lanka, ensuring it has sufficient resources to exchange information internationally and effectively carry out its supervisory functions.	1. Necessary resources allocated. 2. 100% staff training and development conducted. 3. International knowledge exchanges conducted. 4. Increase in the number of suspicious transactions analyzed and responded.	S	Central Bank	FIU
5	Strengthen collaborations with international counterparts in corruption and money laundering investigations to improve information sharing and joint operations.	1. Necessary collaborative international counterparts identified. 2. International collaboration agreements finalized. 3. No. of training and capacity building conducted.	S-L	CIABOC FIU	CIABOC FIU MoJ Attorney General's Department





NAILS - perseverance

D. LAW AND POLICY REFORM



D. LAW AND POLICY REFORM

STRATEGIC PRIORITY AREA FOUR: LAW AND POLICY REFORMS

At the core of any successful anti-corruption strategy is a robust legal system. Therefore, one of the most crucial strategies for combatting corruption is through comprehensive law and policy reforms. Such reforms are vital for not only addressing corruption but also for creating a legal and institutional framework that prevents its occurrence in the first place. Reforms must focus on closing loopholes, creating transparent processes, and ensuring compliance with international standards on anti-corruption. Further, laws must also ensure the independence and empowerment of anti-corruption and other law enforcement agencies (supplementing Strategic Priority Area 3 above).

Beyond the legal mechanisms, policy reforms play a crucial role in shifting the culture surrounding corruption. Policy changes that promote transparency, integrity, and public participation can foster a climate where corruption is less likely to take root. Similarly, policies that encourage the involvement of CSOs and the media in monitoring government activities can help curb corruption.

As such, the NACAP recognizes ‘Law and Policy Reforms’ as its strategic priority area four with the overall strategic objective of ‘strengthening and reinforcing anti-corruption

laws and policies in Sri Lanka to promote transparency, accountability, and integrity within institutions and in society’.

To realize the above strategic objective, the NACAP proposes actions under the following three (03) sub-objectives:

Sub objective 1: Implement necessary amendments to strengthen anti-corruption laws.

Sub objective 2: Initiate and implement policy reforms to enhance the effectiveness of anti-corruption measures.

Sub-objective 3: Ensure compliance with international anti-corruption obligations and standards.

Thus, comprehensive law and policy reforms is a cornerstone in Sri Lanka’s effort to create fairer, more transparent, and accountable systems of governance, which will reduce corruption and foster long-term social and economic development. It is noted that these reforms must be implemented against a backdrop of strong political will, supported by all sectors of society, and continuously adapted to changing circumstances.

Strategic Objective: Strengthen and reinforce anti-corruption laws and policies in Sri Lanka to promote transparency, accountability, and integrity within institutions and in society						
Sub objective 1: Implement necessary amendments to strengthen anti-corruption laws.						
No.	Measure/ Action	Key Performance Indicators (KPIs)	Time Frame			Responsible (Lead) Agency
			S	M	L	
1	Draft and enact a special law to protect whistle-blowers from retaliation through a consultative process, encouraging reporting of corruption.	1. Legislation drafted. 2. Stakeholder consultations held. 3. Draft finalized and enacted. 4. Awareness campaigns on the legislation launched.	M			MoJ Legal Draftsman's Department
2	Review the Securities Exchange Commission Act, No. 19 of 2021, and the Registered Stock and Securities Ordinance through a consultative process to introduce provisions related to AML and CFT.	1. Review committee appointed. 2. Initial review completed. 3. Stakeholder consultations completed. 4. Necessary revisions incorporated and legislation enacted. 5. Awareness campaigns on the legislation launched.	M			MoJ SEC Legal Draftsman's Department
3	Enhance the regulatory framework for unregulated, informal, and under-regulated financial institutions to improve supervision, enforcement of sanctions, and monitoring and reporting of transactions.	1. Legal and policy framework developed. 2. Draft finalized and adopted. 3. Awareness campaigns on the legal and policy Framework launched. 4. Increase in institutional compliance rates. 5. No. of enforcement action taken.	M			MoJ Central Bank Legal Draftsman's Department
4	Review and amend, if necessary the Companies Act to align beneficial ownership requirements with the Financial Action Task Force (FATF) standards.	1. Review committee appointed. 2. Initial review completed. 3. Stakeholder consultations completed. 4. Necessary revisions incorporated and legislation enacted. 5. Awareness campaigns on the legislation launched.	M			MoJ Registrar of Companies Legal Draftsman's Department

5	Review election laws to determine the necessity of including a disclosure register for the quantum and sources of campaign contributions.	1. Review committee appointed. 2. Initial review completed. 3. Stakeholder consultations completed. 4. Necessary revisions incorporated and legislation enacted. 5. Awareness campaigns on the legislation launched.	M	MoJ	MoJ Election Commission Legal Draftsman's Department
6	Consolidate and enact the Proceeds of Crime Act to create comprehensive legislation aligned with global best practices.	1. Legislation drafted. 2. Stakeholder consultations held. 3. Draft finalized and enacted. 4. Awareness campaigns on the legislation launched.	S	MoJ	MoJ FIU Legal Draftsman's Department
7	Review and strengthen the effective implementation of the National Audit Act to enhance oversight mechanisms for public agency finances.	1. Review committee appointed. 2. Initial review completed. 3. Stakeholder consultations completed. 4. Necessary revisions incorporated and legislation enacted. 5. Awareness campaigns on the legislation launched	M	MoJ	MoJ National Audit Commission Legal Draftsman's Department
8	Develop a proposal to strengthen the legal, institutional, and operational framework for Mutual Legal Assistance in anti-corruption efforts.	1. Legal and policy framework developed. 2. Stakeholder consultations held. 3. Draft finalized and adopted.	M	MoJ	MoJ Legal Draftsman's Department
9	Propose the inclusion of a constitutional provision that recognizes freedom from corruption within the Directive Principles of State Policy.	1. Draft proposal completed. 2. Stakeholder consultations held. 3. Proposal revised as necessary. 4. Proposal submitted to Parliament and enacted	M	MoJ	MoJ Legal Draftsman's Department

Sub objective 2: Initiate and implement policy reforms to enhance the effectiveness of anti-corruption measures.					
1	Develop guidelines for the implementation of the ACA of 2023.	1. Necessary guidelines drafted. 2. Stakeholder consultations held. 3. Draft finalized and enacted. 4. 100% training on the use of guidelines conducted.	S	CIABOC	CIABOC
2	Revise Parliamentary Standing Orders to enhance continuity and accountability, specifically to prevent disruptions in the work of the Committee on Public Accounts (COPA), the Committee on Public Enterprises (COPE), and the Committee on Public Finance (COPF) during parliamentary prorogation.	1. Review committee appointed. 2. Initial review completed. 3. Stakeholder consultations completed. 4. Necessary revisions incorporated and updated. 5. 100% training on the revised standing orders conducted.	S	Parliament	Parliament
Sub-objective 3: Ensure compliance with international anti-corruption obligations and standards.					
1	Forge partnerships with regional and international organizations and anti-corruption agencies to enhance collaborative efforts in combating corruption.	1. Partnership agreements established. 2. Information sharing mechanisms developed.	S-L	CIABOC	CIABOC
2	Periodically assess commitments under the United Nations Convention Against Corruption (UNCAC) and identify implementation gaps to ensure compliance.	1. Submitted to periodic assessments. 2. Action plans developed for the implementation of recommendations.	S-L	CIABOC	CIABOC
3	Continue efforts to resolve outstanding issues identified in the FATF evaluation, with a focus on customer due diligence, wire transfers, money value transfer services, and internal controls.	1. At least 75% of the issues resolved. 2. Implementation of due diligence measures enhanced. 3. At least 70% training and awareness programmes completed.	S-L	CIABOC	Central Bank FIU CIABOC





EYES - watchfulness

**MONITORING AND EVALUATION OF THE
NATIONAL ANTI-CORRUPTION ACTION PLAN**



MONITORING AND EVALUATION OF THE NATIONAL ANTI-CORRUPTION ACTION PLAN

The effectiveness of the NACAP depends not only on the successful implementation of the Action Plan but also on robust monitoring of the implementation of the Action Plan. The whole-of-society approach emphasised in the NACAP recognizes that combating corruption requires ongoing collaboration across all sectors to prevent it from becoming entrenched. Every agency, whether public or private, has a vital role in fully embracing and executing this Action Plan, undertaking integrity and anti-corruption initiatives as outlined in the strategies above.

At the same time, effective monitoring ensures that the implementing agencies identified in the NACAP execute their strategies efficiently and effectively, thereby strengthening the anti-corruption framework. This process involves regularly assessing the performance of these agencies against established goals and benchmarks. Monitoring helps to optimize resource allocation and improve operational processes by tracking progress, identifying challenges, and facilitating timely interventions. Effective monitoring also fosters accountability, as agencies are held responsible for their actions and outcomes. This transparency not only builds public trust in the anti-corruption framework but also encourages a commitment to integrity and ethical conduct within the agencies. Ultimately, robust monitoring reinforces the overall effectiveness of the anti-corruption framework, making it more resilient and responsive to emerging challenges

in the fight against corruption. Therefore, this Section specifically concentrates on monitoring and evaluation of the NACAP.

A. OBJECTIVES OF MONITORING AND EVALUATION

Monitoring and evaluation serve several important purposes:

- Establishes Clear Goals and Indicators to track progress effectively.
- Periodic Oversight of the progress of implementation ensures timely completion of activities and to identify and address any barriers or challenges.
- Evaluates the effectiveness of different strategies, particularly in terms of their impact on reducing corruption through desired changes in behaviour, processes, or outcomes.
- Fosters accountability and learning by regularly reporting on progress and outcomes, facilitating evidence-based decision-making, and creating feedback mechanisms to inform and improve future anti-corruption efforts.
- Engages stakeholders through the involvement of various stakeholders, including government, civil society, and the private sector, in the M&E process to ensure diverse perspectives and buy-in.

B. MONITORING STRUCTURE AND TEAM

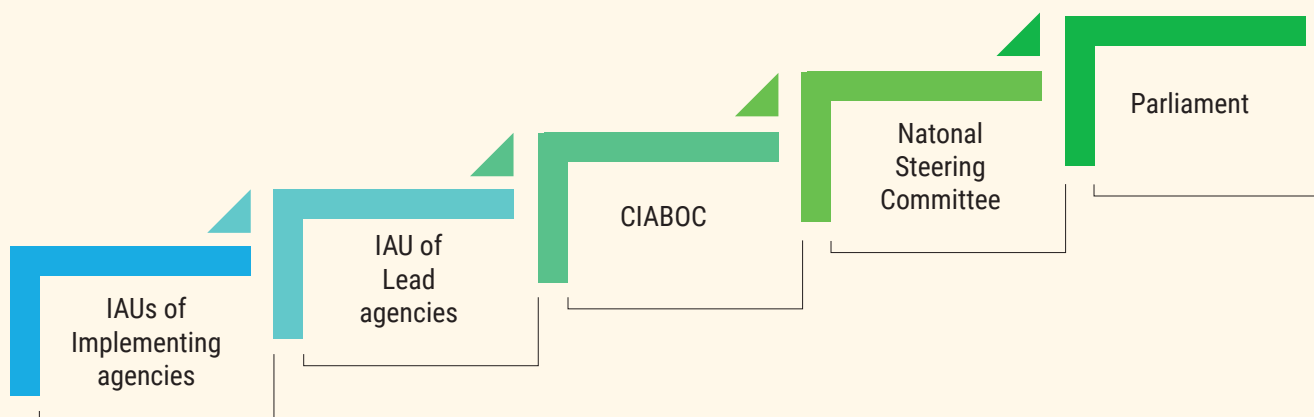
A National Steering Committee will be appointed by the President and convened under the aegis of the Presidential Secretariat. One member of the Steering Committee will ex-officio be the Director General of CIABOC. This National Steering Committee will be the ultimate authority entrusted with the responsibility for the overall monitoring and evaluation of the NACAP.

CIABOC, through its' permanent unit established to monitor the implementation of the NACAP will coordinate the effective implementation of the NACAP and report the progress to the National Steering Committee. Accordingly, CIABOC will:

- assist implementing agencies to disaggregate action points into discrete steps and identify SMART (specific, measurable, achievable, relevant, and time-bound) indicators based on the KPIs.

- formulate clear guidelines on reporting for lead and implementing agencies with information on the frequency of reporting etc.
- hold periodic meetings and consultations for stakeholders to share experiences and identify bottlenecks in implementation.
- Provide technical assistance for lead and implementing agencies in the implementation of actions as well as in monitoring and reporting progress.
- Conduct periodic data quality reviews to ensure quality, accuracy, reliability, objectivity, and timeliness of data reported.
- Document successes and examples of best practices to inform future action and strategies.

In addition, as an independent commission, CIABOC will also report to Parliament separately.



The “Responsible (Lead) Agency” identified in the NACAP has the primary responsibility to undertake reporting to CIABOC. The “Implementing Agencies” identified in the NACAP are responsible for periodic reporting to the lead agency. The respective IAUs of these agencies are tasked with ensuring full compliance with national anti-corruption goals and strategies by aligning institutional policies and practices with NACAP. The IAUs will be the focal point for monitoring the implementation of the NACAP within the agencies. IAUs of Responsible (Lead) Agencies have the additional task of calling for periodic reports from implementing agencies (as identified in the following section) on the progress of their work under the NACAP.

C. INDICATORS AND REPORTING

The permanent unit established at CIABOC for the monitoring and evaluation of the NACAP will develop specific monitoring and evaluation indicators that align with the objectives of NACAP, allowing for a comprehensive assessment of progress and effectiveness. The unit will facilitate ongoing tracking of the implementation process by creating clear and measurable indicators, enabling stakeholders to identify successes and areas needing improvement.

Agencies shall report on the implementation of the NACAP annually as follows:

- i. Implementing Agencies will report to the respective Lead Agencies bi-annually, in June and November.
- ii. Lead Agencies will report to CIABOC annually in December.

- iii. CIABOC will report to Parliament annually in March of the progress of the NACAP during the previous calendar year.

D. POST-IMPLEMENTATION MONITORING AND EVALUATION

Post-implementation M&E of the NACAP is essential for assessing the long-term impacts and effectiveness of the strategies employed. This phase involves systematically reviewing the outcomes of the initiatives to determine whether they have achieved their intended goals and reduced corruption effectively. Stakeholders can identify which strategies were successful and which may require adjustments by way of analyzing data collected through established indicators. Additionally, post-implementation M&E allows for the gathering of insights and lessons learned, promoting continuous improvement in anti-corruption efforts. Consequently, a comprehensive diagnostic of the NACAP will be conducted at the conclusion of its implementation period in 2029. This diagnostic will involve a thorough evaluation of the strategies and initiatives executed under the NACAP, assessing their effectiveness and overall impact on reducing corruption. The diagnostic will provide valuable insights into the strengths and weaknesses of the NACAP through the analysis of both qualitative and quantitative data. It will also help identify best practices and areas for improvement, informing future anti-corruption efforts. This systematic review will assist in understanding the long-term sustainability of the outcomes and ensure that lessons learned contribute to the development of more effective strategies in addressing corruption in the future.

Strategic Objective 1: Establish a sustainable operational environment for anti-corruption efforts by ensuring the allocation of specific and sufficient budgets to relevant agencies for the execution of initiatives and programmes							
No.	measure/action	Key Performance Indicators (KPIs)	Time Frame			Responsible (Lead) Agency	Implementing Agencies
			S	M	L		
1	Ensure a specific and sufficient budget is allocated to agencies for the execution of anti-corruption initiatives and programmes.	1. 100% of allocated budget disbursed to CIABOC annually 2. Number of anti-corruption programmes funded per year 3. Increase in budget allocations for anti-corruption initiatives compared to previous years	S-L			Parliament	Parliament Ministry of Finance
2	Assess and define the tentative scope of budget allocations needed for each planning year to support NACAP activities.	1. Budget assessment report completed and submitted annually 2. Less than 20% variance between assessed budget needs and actual allocation 3. Number of stakeholder consultations conducted for budget planning	S-L			Ministry of Finance	All implementing Agencies
3	Approve and allocate sufficient financial resources to the implementing agencies within the national budget to support the activities outlined in the NACAP.	1. 100% of financial resources approved and allocated on time. 2. Number of agencies receiving full budget allocations as per NACAP requirements. 3. Number of planned anti-corruption activities implemented within allocated budget	S-L			Parliament	Ministry of Finance
Strategic objective 2: Implement a robust monitoring and evaluation framework for the National Anti-Corruption Action Plan to assess its effectiveness and impact							
1	Appoint the National Steering Committee as the Focal point for the monitoring and evaluation of the NACAP.	1. National Steering Committee appointed. 2. Monitoring and evaluation framework developed.	S			Presidential Secretariat & CIABOC	Presidential Secretariat & CIABOC
2	Direct the institutions designated as 'Responsible Agencies' in the NACAP the responsibility to obtain implementation updates from the 'Implementing Agencies' and report these findings to CIABOC at designated intervals.	1. 100% of Responsible Agencies submitted reports on time 2. Number of updates received from Implementing Agencies per quarter 3. Percentage of implementation progress reported to CIABOC	S			Presidential Secretariat & CIABOC	All implementing Agencies

3	Create a permanent unit within CIABOC responsible for monitoring the implementation of the NACAP and reporting findings to the National Steering Committee and to the Parliament. The duties of the unit include: a. Finalizing the implementation indicators for the NACAP. b. Gather baseline data on each approved indicator for future comparisons. c. Evaluate the annual progress of institutional action plans related to the NACAP. d. Hold consultative sessions with institutions flagged for delays or non-compliance to address challenges. e. Perform an annual assessment of the implementation of the NACAP. By the end of March each year, CIABOC should publicly report on the previous year's NACAP implementation, highlighting both good and bad practices and identifying non-compliant institutions and their heads. f. Develop a mechanism for independent assessment of public perception regarding the NACAP's implementation. g. Report the progress of the implementation of the NACAP to Parliament and the National Steering Committee.	1. 100% of implementation indicators finalized and approved 2. All baseline data points collected 3. 100% of institutions submitting annual progress reports 4. Number of consultative sessions held with flagged institutions 5. Annual NACAP implementation assessment reports published 6. Public perception assessment mechanisms established 7. Number of progress reports submitted to Parliament and the National Steering Committee	S	CIABOC	CIABOC & All Implementing Agencies
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4	Grant the permanent unit within CIABOC the authority to request and obtain information, require participation in coordination meetings, and mandate submission of implementation reports from responsible agencies.	1. At least 80% of agencies complying with information requests 2. Number of coordination meetings attended by Responsible Agencies 3. At least 80% of responsible agencies submitted implementation reports on time	S	CIABOC	All implementing Agencies
5	Ensure that the Responsible Agencies call for updates from Implementing Agencies and report these findings to the National Steering Committee regularly.	1. 100% of Responsible Agencies requesting updates from Implementing Agencies 2. Number of reports submitted to the National Steering Committee annually	S-L	CIABOC Presidential Secretariat	All implementing Agencies
6	Conduct training programmes for the staff involved in monitoring and evaluation processes.	1. All training material developed 2. Number of training sessions conducted 3. Training Participation Rate is at least 90% 4. Training completion rate is at least 95% 5. Post-Training Knowledge Assessment is on average 80% for knowledge retention and understanding of operational and substantive aspects	S-M	CIABOC	All implementing Agencies
7	Regularly review the ongoing progress of the NACAP, providing observations, recommendations, and suggestions to relevant bodies.	1. Number of progress reviews conducted annually 2. At least 80% of recommendations implemented 3. Number of reports shared with relevant stakeholders	S-L	CIABOC Steering Committee	All implementing Agencies
8	Establish channels for feedback from civil society, the private sector, and the general public on the effectiveness of anti-corruption measures, using this input for policy adjustments.	1. Number of feedback channels established 2. At least 70% of received feedback analyzed and incorporated into policy 3. At least 70% Public satisfaction level with anti-corruption efforts	S-L	CIABOC Steering Committee	All implementing Agencies
9	Create an Annual Integrity Index to evaluate government institutions.	1. Annual Integrity Index developed and published 2. Number of institutions evaluated under the Integrity Index 3. At least a 30% change in institution scores year-over-year	S-M	CIABOC	All implementing Agencies

10	Establish a mechanism for ongoing consultations with civil society, sector representatives, and regional representatives to gather feedback on the implementation of the NACAP and use this feedback to inform policy adjustments.	1. Number of consultations held annually. 2. At least 70% of recommendations from consultations incorporated into policy. 3. Number of regional representatives engaged.	S	CIABOC Steering Committee	All implementing Agencies
11	Develop annual monitoring reports and final evaluation reports and publish these online.	1. Number of monitoring reports published annually. 2. 100% of evaluation reports made publicly available. 3. Number of online accesses/downloads of reports.	S-L	CIABOC Steering Committee	All implementing Agencies

Acknowledgement

Throughout history, humanity has expressed deep gratitude not only to the living entities that sustain life, such as trees and plants, but also to the very elements that nourish us, including the air we breathe. This gratitude extends to the hardworking farmers who tirelessly tend to the land, to devoted friends, and to the countless benefactors, especially the nurturing mothers and fathers, who lovingly shape the path of our lives.

Scientists, across the ages, have shown profound respect for the discoveries of their predecessors, recognizing the foundational work upon which their own achievements rest. A prime example of this is Albert Einstein, who eloquently acknowledged the influence of Isaac Newton's work, famously declaring, "I stand on the shoulders of giants." This sentiment resonates throughout the scientific community, where every new discovery is a tribute to the intellectual curiosity and insights of those who have come before us.

Gratitude is a virtue embraced by many religious teachings, often seen as a pathway to spiritual enlightenment. In Buddhism, gratitude fosters mindfulness, encouraging appreciation for both the present moment and all living beings. The Buddha himself expressed gratitude to his teachers, parents, and even the Buddha who guided him toward enlightenment. Similarly, in Christianity, gratitude is an expression of humility, while Hinduism connects selfless action with devoted reverence for the divine. In Islam, it says "He who is not grateful to people is not grateful to God" In these spiritual traditions, morality transcends mere politeness and takes on a sacred significance.

The strength of a nation lies in the interconnectedness of its people, like the deep roots of a mighty tree. Kindness, respect, and understanding form the nourishing soil in which values such as honesty, compassion, patience, and kindness blossom. A nation flourishes through the quiet exchange of empathy and mutual understanding, with gratitude serving as the reflection of this collective spirit.

This framework mirrors the refined discourse of a society, one built upon the unwavering dedication and intellectual contributions of all individuals, regardless of their rank or position, who have worked tirelessly to bring together the visionary ideas of all stakeholders. While these contributions were made selflessly and without expectation of reward, it is our solemn duty to express our deepest gratitude to them.

The time, effort, and ideas invested in the creation of the NACAP are invaluable, and we honor the contribution made in shaping a brighter future for Sri Lanka.

We extend our heartfelt thanks to the Legislature, Executive, and Judicial branches of the state apparatus, including the Honorable President, the esteemed Cabinet, the Parliament of Sri Lanka under the leadership of the Honorable Speaker, and the judiciary under the guidance of His Lordship the Chief Justice, whose collective efforts were instrumental in the preparation of the NACAP 2025-2029.

We also express our sincere gratitude to the Secretary to the President, whose leadership in guiding the public sector, particularly in the formation of the core committee responsible for drafting this plan, was pivotal in establishing an anti-corruption culture within public institutions across Sri Lanka. We are deeply appreciative of the contributions made by the Ministry of Public Administration, Provincial Councils, and Local Government, along with officials from all ministries, departmental corporations, boards, independent commissions, the Attorney General's Department, the Treasury, and various public sector institutions, all of whom provided vital information from across the nation.

Furthermore, we extend our profound thanks to religious leaders, foreign government representatives, experts, private sector partners, civil society organizations, community groups, media, professional associations, international entities, artists, academics, universities, youth, differently-abled persons, and children, whose open-minded contributions and invaluable input have been instrumental in fostering an anti-corruption culture and contributing to a prosperous future for our country.

We are also deeply grateful to the media for their essential role in educating the public, and to the general public, who, through various platforms, be it print, electronic, or social media, have actively participated by sharing their experiences, ideas, and suggestions with us.

The Commission would like to convey its sincere appreciation to the United Nations Development Programme (UNDP) Sri Lanka for providing expert support and organizational strength, as well as to the Government of Japan for its financial contribution towards the preparation of the NACAP.

Lastly, we extend our heartfelt gratitude to the translators, page designers, editors, technical officers, and all others whose invaluable support ensured the successful preparation and publication of the NACAP 2025-2029. Without their unwavering dedication, this vital plan would not have come to fruition.

In closing, we recognize the indispensable role each and every one of you has played in shaping this crucial document, and we are truly grateful for your collective effort toward a brighter, more ethical future for Sri Lanka.

Finally, we wish to express our deep and heartfelt gratitude to all the Commissioners, Directors General, officers, and staff of the Commissions, both past, present, and future, whose unwavering support and dedication have been instrumental in the ongoing fight against bribery and corruption. Their tireless efforts and commitment to this cause through the years have been the cornerstone of our progress. We recognize and appreciate the burdens they have shouldered, and we honor their invaluable contributions to this important endeavor.

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The more he saw, the less he spoke. The less he spoke the more he heard. It is the wise old owl who never speaks without reason, unlike the common bird whose prattle never dies. Whilst others chitter - chatter, he sits in silence. Whether it be a full moon or otherwise, his penetrating eyes pierce the darkness in constant search. He is the watchman of the night, in search of a guilty mind and a guilty hand. No creature can deceive the wise owl, for even in darkness he can see all things. Today he carries a *Kadupul Flower*, endowed with a fragrance of integrity. He spends every moment in remembrance, dedicated protection and watchfulness. Agents of integrity are the same. They work tirelessly, day and night, to build a clean nation.



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இலஞ்சம் அல்லது ஊழல் பற்றிய சார்த்துதல்களைப் புலனாய்வு செய்வதற்கான ஆணைக்குழு
COMMISSION TO INVESTIGATE ALLEGATIONS OF BRIBERY OR CORRUPTION

CIABOC

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