

National Action Plan for Combatting Bribery and Corruption in Sri Lanka



2019-2023





“INTEGRITY FOR SRI LANKA”

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2019-2023**

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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 consider the launching of the National Action Plan for combatting Bribery and Corruption in Sri Lanka with a collective conscience is a victory achieved by all of us.

The principal intention of the mandate received by me on January 08, 2015 is to create a country free from bribery and corruption. The people of this country have placed thousands of hopes in this regard. The special responsibility lies on us as the trustees of the public resources, to ensure that the resources are consumed only to the extent we need, in order to properly conserve much needed resources for the future.

I trust this National Action Plan will provide guidance to achieve that target.

Since I came to power, I have taken every possible step to strengthen and make independent the process of delivering justice. Establishment of Independent Commissions and enactment of Right to Information Act are historic steps taken in this regard.

Furthermore, with the introduction of the Audit Act, an environment was established to perform audit

activities in an impartial manner, which was an essential requirement over the past several decades in this country.

In addition to this, the most important thing is the need of national process to eliminate bribery and corruption within the next five years. The Commission to Investigate Allegations of Bribery or Corruption is fulfilling its responsibilities in an impartial and independent manner, and many reforms have been done in order to strengthen this institution over the past years. The National Action Plan for combatting Bribery and Corruption is also an extension in this effort.

I will extend my gratitude to all the parties that committed themselves to compile this strong process, and wish that the National Action Plan, which has been compiled with the aim of building state governance free of fraud and corruption as desired by the citizens of this country, will be an effective tool to achieve this task.



Maithripala Sirisena

March 18, 2019

MESSAGE FROM COMMISSION TO INVESTIGATE ALLEGATIONS OF BRIBERY OR CORRUPTION (CIABOC)

To date, the Commission to Investigate Allegations of Bribery or Corruption (CIABOC) has made the investigation and prosecution of cases its primary objective. In order to fulfil this mandate, talented and skilful investigators as well as prosecutors are required. Currently, measures are underway to recruit skilled investigators.

When analysing foreign jurisdictions dealing with bribery and corruption, a prominent feature is their effective preventive mechanisms. Additionally, the ideological development of the citizenry plays a vital role in this endeavour. As such, from the infancy, generations have to be instilled with a broad value system. There is a need to produce a generation armed with knowledge, skill, and ideology.

Even though Sri Lanka has ratified the United Nations Convention Against Corruption in 2004, the country has been unable to formulate an anti-corruption strategy, encompassing the entirety of the state mechanism. Even the country's commitments made under the GSP+ as well as the Open Government Partnership, continuously requires Sri Lanka to do the same.

As per the recommendations of the Cabinet of Ministers, the opportunity given to CIABOC to formulate a National Action Plan to Combat Bribery and Corruption in Sri Lanka is imperative. The Plan envisions actions to be carried out both by the public sector as well as the private sector. With the collective effort of all state institutions and other stakeholders, Sri Lanka would be able to combat bribery and corruption as a nation, in due course.

We would like to offer our sincere gratitude to the public sector, the private sector, media, civil societies, professionals, religious institutions and the entirety of the country's citizenry for contributing to this endeavour.

Justice T. B. Weerasuriya *Chairman*

Justice W. Lal Ranjith Silva *Commissioner II*

Neville Guruge *Commissioner III*

LIST OF ABBREVIATIONS

AD	Asset Declaration	MOFA	Ministry of Foreign Affairs
BOI	Board of Investment	MOPA	Ministry of Public Administration
CIABOC	Commission to Investigate Allegations of Bribery or Corruption	MOLG&PC	Ministry of Local Government and Provincial Councils
CID	Criminal Investigation Department	NAP	National Action Plan for Combatting Bribery and Corruption 2019-2023
CIDA	Construction Industry Development Authority	NIS	National Integrity Study 2014
COPA	Committee on Public Accounts	PEFA	Public Expenditure and Financial Accountability
COPE	Committee on Public Enterprises	POCA	Proceeds of Crimes Act
CSR	Corporate Social Responsibility	SLIDA	Sri Lanka Institute of Development Administration
CPI	Corruption Perception Index	SLILG	Sri Lanka Institute of Local Government
CSO	Civil Society Organization	SDG	Sustainable Development Goals
DG	Director General	SEC	Securities and Exchange Commission
EFC	Employers' Federation of Ceylon	SOP	Standard Operating Procedure
FIU	Financial Intelligence Unit	StAR	Stolen Assets Recovery Initiative
FCID	Financial Crimes Investigation Division	STAR	Presidential Task Force on Asset Recovery
GOSL	Government of Sri Lanka	TEC	Technical Evaluation Committee
GSP+	Generalized System of Preferences	TOR	Terms of Reference
ICT	Information and Communication Technology	RTI	Right to Information
ICTA	Information and Communication Technology Agency of Sri Lanka	UNDP	United Nations Development Programme
LG	Local Government	UNODC	United Nations Office on Drugs and Crime
MOU	Memorandum of Understanding	UNCAC	United Nations Convention against Corruption
NAO	National Audit Office		
OECD	Organization for Economic Co-operation and Development		
OGP	Open Government Partnership		
PA	Public Announcement		
PSC	Public Service Commission		



VISION

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



PROLOGUE

“A nation is great not by its size alone. It is the will, the cohesion, the stamina, the discipline of its people and the quality of their leaders which ensure it an honourable place in history.”

*Lee Kuan Yew, former Prime Minister of Singapore
(1959 – 1990)*

Marco Polo, the renowned Italian explorer described Sri Lanka as being “for its size, better circumstanced than any island in the world”. While the tantalizing taste of spices such as pepper, cardomom, and cinnamon as well as the balmy aroma of sandalwood, mesmerised these travellers, the ivory for which we were renowned was yet another enticement. Known as “Rathnadweepa” for she hides in her bosom, rare gems of such unimaginable beauty, Ceilan, Serendib, and Lank are other names coined by explorers who fell in love with our island nation. The combined allure of these treasures drew travellers from all over the world to our sands, which was doubled if not tripled when Sri Lanka captivated the hearts of the world through her tea during colonial times.



We were skilled in weaving magical patterns from our pan reeds. Our woodcarvers had the flair to breathe life in to inanimate blocks of wood. A lump of clay or a slab of stone would transform into an incredible sculpture in the hands of our ancestors. The craftsmanship of our forefathers still holds spectators spellbound while the rock fortress of Sigiriya and the engineering techniques of Polonnaruwa and Anuradhapura are mirrors into the stature of ancient Sri Lanka. The intricate irrigation system developed by our forefathers with over 40,000 reservoirs of varying sizes, is one of the most complex irrigation systems in the world, not failing to astound travelers to date.

Moisture laden clouds cavort with the central highlands in a never-ending embrace, bringing down bountiful rain to fill the 105 rivers winding through Sri Lanka. These rains have blessed this island nation with plentiful fertile land in every corner of the country, ready for harvesting. Remarkable creations of nature such as the Sinharaja forest reserve, oases nurturing magnificent creatures such as majestic tuskers, the purity of the seashores, and the deep blue of the ocean encircling the island, further adorn this gift of nature.

The world reveals many truths to the inquisitive mind. A country celebrated for its chocolate, imports Cocoa from elsewhere. The same country in which industries are scarce, finds millionaires thronging to its shores to secure their wealth in its banks. Another country stands out as the manufacturer of the most sophisticated and well-received motor vehicles in the world without a single iron ore to its name. A country with scant clean water, imports the same from its neighbour, however

managing to achieve unprecedented development despite the dearth of natural resources.

A country with only one lake exports vegetables to a majority of European nations. Another country which was plagued with poverty and malnutrition not so long ago, is home to one of the best airlines in the world. As a result of the increased self-respect of farmers due a monthly allowance from the government, another country has witnessed a flourishing revival of agriculture. A southern African country, once torn apart by poverty and ethnic conflict, has now executed widespread law reform to emerge with one of the strongest anti-corruption agencies in the world. A former colony, once plunged in to the depths of corruption, has now been elevated to the highest ranks in the corruption perception index and has achieved unparalleled economic development. With a population density of 6000 per square kilometer, vertical living is a way of life for most people in this country. Despite a scarcity of natural resources, it became the pioneer of the anti-corruption movement, unquestionably sharing its' technical expertise in anti-corruption efforts with other countries. This country also hosts one of the most sought after commercial arbitration tribunals in the world. This nation is the epitome of making anti-corruption their brand, both in the public sector as well as the private sector, acting with integrity at the forefront.

With a population density as less as 325 persons per square kilometer, we as a nation enjoy the freedom of an abundance of space. Yet, countries with limited space, with populations surpassing us many times over, have reached the highest echelons of development. This is due to the lessons history taught them and how they have arisen from the ashes with a determined vision for future.

Even after 70 years of independence, we are yet to muster a sustainable vision for our nation. Hence, this policy was formulated with an eye to the future, recognizing that a value system of the highest standards must essentially be a cornerstone of the ideological edifice upon which the policy is founded.

The noble ethical values intrinsic to our ancestors are on the decline. Therefore, it is necessary to revitalize the lost value systems by exposing the younger generation, from their infancy, to the moral code that steered the daily lives of our forefathers. From the womb to the grave an ideology premised on ethics and selflessness must be our compass. Parents and teachers will play a pivotal role in that journey. The youth donning the mantle of public service must necessarily be the epitome of integrity. A simple way of life would change the perceptions of a person. A human has the potential to transcend mere existence and emerge an advanced sentient being if he opts to embrace this value system. In doing so, fields such as education, art, media, and religious entities will play a defining role.

As the Renaissance showed us, the artistic endeavours of a society will inevitably have a positive effect on the development of the value base of its people. If the media takes on an active role to bring forth an ideological change in the community, leaving aside their competitiveness, it would yield remarkable results. If the system of education transcends the sum total of certificates, a skilled generation of creatives would emerge. The essence of all religions is to create persons with higher values. If such values are enculcated in the truest sense, the success of our nation would be inevitable. The time has come for the creative strengths of our collective consciousness to

take our country to greater heights.

After a set back of 30 years, we are in need of a speedy recovery. If our island is to reap the full benefits of its strategic geographical location on the silk route, we must focus on attracting investors. For this very purpose, we must create a level playing field for all stakeholders within the commercial sector of the country. We as a nation, must prepare ourselves for a period of transformation. To this end there is a need to increase our cultivation, encourage domestic industries, and promote a favourable image of our exports in the global market. The onus of this rests on the shoulders of the leaders, public representatives, and state officials making decisions with integrity and a vision for the future. Such decision making must be based on meritocracy and not on personal relations, thereby striving to foster confidence in the international community.

Just as one could observe the depths of a pristine pond with crystal clarity, the transparency of the available redress mechanisms must be readily apparent to a citizen stepping in to a public institution. Our vision is to create such an environment, where the available redress mechanisms are not at the whim and fancy of officials, but rather mechanisms replete with fairness and equity established to garner public confidence. Officials could deliver such services only if they are strengthened and empowered within a dignified public service, at the same time as striving to foster public perceptions of transparency, fairness, and legitimacy in relation to the public service. A public official attracts dignity and respect by virtue of his integrity. If we succeed in achieving integrity in the public service, a feat more precious than the rarest of diamonds, we will be the witnesses of the most sacred union between progress and integrity, setting a prodigious example to the

rest of the world. As the guardians of the treasured resources of this land, we have the responsibility of protecting, conserving, and nurturing the manifold resources of this nation for our future generations.

Thinkers and philosophers are the pioneers steering the course of a nation, with their clear vision stimulating the citizenry. The main objective of the National Action Plan is to articulate a vision for Sri Lanka's future. The true owners of this endeavour are a cross section of our society who were engaged in deliberations over a span of one year. Our objectives are to encourage a younger generation rich in positive values, to establish highest levels of integrity within both the public as well as the private sector, and to implement an effective justice system based on fairness. It is also essential to realise that the fight against bribery and corruption is not the responsibility of CIABOC alone, but requires the collective effort of the entire citizenry of this country. We must rid ourselves of being mere spectators and become navigators. Let us come together with the aim of eradicating bribery and corruption from Sri Lanka within the next five years. In doing so, let us sit back and enjoy as the whole world knocks on our door.

President's Counsel Sarath Jayamanne

Director General
CIABOC



BACKGROUND

“A City is not gauged by its length and width, but by the broadness of its vision and the height of its dreams”

Herb Caen

EXECUTIVE SUMMARY

All was set for yet another routine day. 24th October 2017 would have been an ordinary day at the Office of the Cabinet of Ministers if not for the visionary step taken by its members in redefining the country’s future. Each member in unison agreed upon a dream for the country by entrusting the relevant authority the duty of developing an Action Plan to combat bribery and corruption in Sri Lanka. The National Action Plan on Combatting Bribery and Corruption (NAP) has been drafted with an eye to the future, laying down a road map for the next five years. This plan carves out roles for the community and its various institutions, both individually and collectively, in realizing the vision of a country devoid of bribery and corruption. It is founded on the premise of the duty owed to tax payers and the legal/ moral obligation to treat the citizenry with respect and fairness. In formulating the ensuing Action Plan, consideration has been given to ensure inclusivity of the greater citizenry in a coordinated effort to fight against corruption.

The NAP identifies four pillars as the foundation of the country’s anti-corruption strategy. As the strength of an

edifice lies in the four pillars supporting it, so the success of the ensuing Action Plan in curbing bribery and corruption in Sri Lanka lies upon the equal contribution of the four identified strategies.

While the identified pillars are not hierarchical, Prevention Measures are formulated in response to the vital importance prevention plays in minimizing the risk of corruption. Traditionally, the fight against corruption has been restricted to law enforcement alone. However, increasing significance is accorded to prevention in the global arena, which emerging trend is recognized by the Action Plan as well. A closer evaluation of the systems in place revealed that the lack of transparency is a key factor in fostering nurseries of corruption. As a solution, the actions under this strategy aim at the gradual elimination of the opportunities for corruption.

It appears that discretion has become a slippery slope especially within the public sector. Due to the high demand of services within the public sector, it is inevitable that decision makers exercise some level of discretion. Yet, it has been recognized that there needs to be transparency in the use of this discretion which

translates into greater clarity for the public in accessing public services. Thus, there arises a need, not to restrict, but to guide such discretion in the path of transparency. In doing so, the NAP focuses on setting parameters and guidelines for those exercising discretion in decision making. In recognition of the honesty of the vast majority of public officials, actions are designed not to denounce the contribution of the public officials but to increase transparency of the institutions thereby eliminating the heavens of corruption which a few errant officials may benefit from. Furthermore, the vital contribution of the private sector in prevention activities has been given due recognition. As enunciated by the pioneers of anti-corruption, the Action Plan focuses on creating a level playing field, formulating standards for the private sector on par with the public sector. In doing so, the Action Plan has been inclusive of all the key stakeholders.

Secondly, Value-Based Education and Community Engagement has been addressed to bring forth an ideological and attitudinal change within the country. Historically, thinkers and philosophers of a society have contributed to the shaping of the thought processes of individuals within the society. Their unique view of the world revolutionized the attitudes of people. In the same vein, under this strategy, the NAP focuses on reviving the value base of the nation, thus recognizing art, media, education, and religion as mediums through which this objective could be achieved. The Action Plan places especial emphasis on influencing children and youth, as positive attitudinal changes at a younger age yield far greater results than it does in mature masses.

The third pillar of the Strategy is Institutional Strengthening of CIABOC and Other Law Enforcement

Agencies. The principal anti-corruption agency of the country - CIABOC - alongside other agencies such as the Police, CID, FCID, FIU, STAR etc. are responsible for enforcement of the anti-corruption measures in the country. This pillar embodies the theory of deterrence, one of the foundational aspects of criminal justice which employs penal sanctions to eradicate corruption. As laid out in the Jakarta Statement on Principles for Anti-Corruption Agencies which sheds light on the requirements of independence and effectiveness of anti-corruption agencies required by the United Nations Convention Against Corruption (UNCAC), this Action Plan provides for strengthening of the independence of CIABOC as well as other law enforcement agencies. As such, it is necessary for these institutions to be equipped with adequate and reliable funding allocations whilst enjoying financial autonomy and control over human resources. Especially within this institution, the need for specialized investigators and competent prosecutors has been identified as crucial for successful investigations and prosecutions. Expertise and competence are especially relevant as rigorous investigation and prosecution processes must strike a delicate balance with fair-trial rights of individuals, while also serving the ends of justice.

The fourth and final pillar of the strategy takes cognizance of Law and Policy Reforms which is the bedrock upon which the anti-corruption strategies of the country rests. The mere existence of prevention, education, and deterrence do not suffice to combat corruption in the absence of legal authority to ensure sustainability. The existing legal framework has proven to be inadequate in that the absence of any reform for the past 25 years has rendered the law archaic. In addition, many fresh policy

considerations such as fiscal policies and administrative developments have necessitated revisiting the applicable policy framework. Substantive as well as procedural laws thus need to be amended in keeping with the evolving circumstances and trends in the world as do the myriad policies which have a bearing on anti-corruption efforts. Global law and policy developments have paved the way for the successful formulation of this strategy, lending many a comparative perspective to the effort. As such, the action items contemplate the introduction of concepts such as private sector bribery, gift rules, and conflicts of interest to Sri Lanka, while strengthening the existing legal framework. As the public is the ultimate beneficiary of these laws and policies, the NAP envisages the new laws to be easily understood and accessible.

The ensuing Action Plan is the fruit of rigorous public engagement and benefits from the deliberations of experts, both local and international. Drawing inspiration from best practices and experiences of other nations, the Action Plan has aptly adopted international standards to the unique context of Sri Lanka. The plan contains 221 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.

Borrowing another analogy from construction, Implementation, Monitoring, and Evaluation is the mortar that holds together the edifice supported by the aforementioned four pillars. The utility of the NAP would diminish if the public does not witness nor is kept informed of the progress. Thus, the plan includes a rigorous and periodic monitoring and evaluation mechanism. As enunciated in the Kuala Lumpur Statement

on Anti-Corruption Strategies (which was formulated and endorsed in response to UNCAC requirements, to instruct the process of developing, designing and implementing sustainable anti-corruption strategies by South, East, and Southeast Asian countries), the Action Plan discusses a set of guidelines for the effective implementation of anti-corruption strategies. According to the Kuala Lumpur Statement a key consideration in the implementation, monitoring, and evaluation of an Action Plan is stakeholder involvement in its implementation.

STAKEHOLDER ANALYSIS

- **Executive**

The President, Prime Minister and Cabinet of Ministers express the political will of a nation. As the foremost policy makers of the country, the ultimate responsibility to ensure the NAP is implemented rests upon their shoulders. The commitment of the executive will be a manifestation of the political will which forms the backbone of this Action Plan. The commitment of the Cabinet is necessary to ensure that government institutions receive adequate resources for implementation. The judicial authority will be independent of the government and exercised solely by the judiciary.

The line Ministries responsible for subjects such as local government, planning, education, finance, public administration, are responsible for formulating comprehensive national development planning strategies and ensuring that the strategies including consequential policies and programmes are effectively carried out.

Anti-corruption and law enforcement agencies are on the front lines of the fight against corruption. They must continue to execute their mandates effectively

and to improve coordination, information sharing, and collaboration with other agencies, while also enhancing their contribution in the fight against corruption within their own institutions. This calls for their staff to be beyond reproach and act as integrity benchmarks for employees across the public sector and beyond.

CIABOC, Attorney General's Department, and other enforcement agencies are entrusted with the duty to firmly and fairly enforce the law against public officers who commit bribery or other forms of corruption and those who offer bribes or foster other forms of corruption.

- **Legislature**

The legislature is equipped with oversight committees covering a variety of subjects. Their decisions and deliberations have a bearing on the financing of most policy frameworks. As the law-makers of the country, the legislature plays a critical role in the fight against corruption. The legislature is called upon to introduce appropriate legislation without delay in harmony with positive global developments to ensure the NAP is implemented, while also acting as a check on the executive to ensure the executive implements the Action Plan.

- **Judiciary**

As the guardian of the nation's laws and the guarantor of citizens' human rights, the judiciary's role in combatting corruption is critical. It plays a pivotal role in the development of the law, opening avenues for the creation of a rich jurisprudence on the subject of combatting bribery and corruption. Drawing inspiration from contemporary developments in the world, the judiciary becomes a fountain of knowledge and ensures such wisdom permeates other aspects of the criminal

justice system of the country. It is the responsibility of the judiciary to guarantee alleged perpetrators of bribery or corruption receive a fair trial and that those who are guilty are punished expeditiously. Nothing so undermines respect for the rule of law as corruption in the judiciary. The NAP urges the judiciary to review its current codes of conduct and dispense with practices not consistent with internationally recognized best practices, thus assuring currency and relevancy of conduct.

- **Independent Commissions**

Entrusted with responsibilities spanning from procurement, right to information, elections, human rights, finance, to law-enforcement (Police) which are vital to the anti-corruption regime, independent commissions are essential to the workings of a secure society. Therefore, independent commissions are required to maintain transparency and impartiality in their work while avoiding partisan interests and be accountable for their actions.

- **Private sector**

Private sector is a major contributor to the economy of any country. It has to be noted that the private sector already has in place robust anti-corruption mechanisms. Whilst respecting that, the implementation of the present NAP, involves collaboration and coordination of the private sector in improving the standards enunciated therein. It is recognized that while the assets they own are private in nature, their activities have a direct influence on the country.

- **Civil Society**

As robust citizen engagement is an integral component of a successful anti-corruption regime, the support of the citizenry is essential to ensure the success

of the NAP. Citizens must serve as anti-corruption watchdogs, ensuring the government implements this plan and reporting corrupt practices to the appropriate authorities. They must demonstrate integrity and say “no” to corruption. Citizens must be empowered through education and sensitization to put the nation first by refusing to be swayed by empty rhetoric, offer or accept bribes, and engage in any other form of corruption.

- **Media**

The media is likewise critical for the success of the NAP. Media is effective in disseminating information and holds sway over public opinion. Through the exposure of corrupt schemes and individuals while underscoring the resulting harm, mass media builds support necessary to combat corruption. The media is obliged to warn the public of dangers of corruption, going beyond newsworthiness of the crime. It must be prepared to “name and shame” without compromise. By exposing incidents of corruption, media helps raise the cost of corruption while lowering the allure of it, effectively appealing to the minds of the public.

- **Artists**

The contribution of artists to the development of ideologies and value systems has long been recognized in human civilization. A community of creative individuals, with often simple lifestyles reflective of their common ethos, artists possess the ability to influence and change the minds of people. Through their creative interpretations the public can be influenced in such a way to implicitly internalize the values incorporated within this Action Plan. Creative thinkers and makers provide their communities with joy, interaction, and inspiration, but they also give

thoughtful critique to our political, economic and social systems — pushing communities to engage thoughtfully and stride toward social progress.

- **Political parties**

Recognized as essential institutions of democracy, political parties have been influential in many aspects of society. As a decisive factor in elections to the legislature, political parties have an obligation to nominate only persons of high integrity for popular elections at the same time as increasing transparency within their internal processes, through measures such as voluntary disclosures of their sources of funding setting the pace for integrity processes.

- **Religious bodies**

Counting diversity amongst its strengths, Sri Lanka is home to multiple religions and ethnicities which have peacefully coexisted for centuries. Religious bodies therefore have a key role in fighting corruption in their communities. These bodies have a ready-made platform to influence the minds of the citizenry where their teachings are capable of reaching the grass root level of the country. To succeed, religious authorities are called upon to develop specifically tailored strategies to address corruption without losing sight of their cultural and religious contexts. Religious authorities should revisit and re-examine the country’s value systems as a prelude to engaging in broad public educational and awareness campaigns to raise the public’s consciousness about corruption concerns and to improve the quality of public ethics and morality in the country.

The NAP is the culmination of extensive studies of the experiences of other nations, a review of Sri Lanka’s

own unique circumstances, and nationwide consultations with citizens. While it represents the collective wisdom of all these parts, no Action Plan can anticipate every contingency nor foresee every challenge. It will thus be regularly updated to reflect changing circumstances and new developments. While the Action Plan refers to existing institutions as responsible agencies, in the event of any changes to such institutions in the future, whichever institution entrusted with the subject matter referred to in the Action Plan will be responsible for the respective action items.

FORMULATION OF THE NATIONAL ACTION PLAN

The primary contribution for the formulation of this plan is the aforementioned parliamentary directive; however, another consideration was Sri Lanka's international obligations. The UNCAC was ratified by Sri Lanka in 2004 and thereafter the country expressed its commitment to the convention by enacting the 19th amendment to the constitution. This amendment gives constitutional recognition for measures to implement the UNCAC. The ensuing plan is an embodiment of the obligations envisioned under Article 5 and 6 of the convention whereby a comprehensive, effective and coordinated Action Plan is to be developed. The present plan falls in line with the country's move towards achieving the Sustainable Development Goals (SDGs), particularly Goal 16, Peace Justice and Strong Institutions. Additionally, measures included in the plan meet both Sri Lanka's Open Government Partnership (OGP) and GSP+ obligations. Sri Lanka is an active member of the OGP, whereby the importance of developing a corruption prevention Action Plan to strengthen the anti-corruption framework and facilitate tripartite oversight;

public, private, civil society, and ownership of anti-corruption efforts has been strongly recommended. The GSP+ facility has necessitated that Sri Lanka abide with the European Union's rules and regulations governing the GSP+ concessions. Having a sound system of good governance is one such requirement.

In accordance with the above commitments, a comprehensive process of designing the NAP was followed:

- Cabinet approval received on 24th October 2017 to formulate the national Action Plan by CIABOC under the guidance of Presidential Secretariat and in consultation with relevant Agencies.
- Preliminary meeting held on 18th January 2018 with the support of the Presidential Secretariat. A meeting was held with the members from all line ministries, institutions, public and private sector and mass media. Four informative discussions were held at the parliamentary premises where the entirety of 255 members was invited. Valuable contributions from several members were noted.

GATHERING OF IDEAS FROM THE PEOPLE

- The web site of CIABOC (www.ciaboc.gov.lk) launched an online platform, calling for recommendations and suggestions from the public.
- Headed by the Ministry of Public Administration, regional consultations covering all 25 districts of Sri Lanka were carried out. The number of participants per meeting was calculated by way of a scientific methodology to include 1% of the total population. Officials of the public service and provincial and

local government officials were present as well as representatives of civil societies.

- Consultations with targeted sectors including the private sector, diplomatic services, the Organization of Professional Associations, Retired Chiefs of Police Association, artists, media, high ranking police officials etc.
- Use of electronic media and print media, where a full-page advertisement calling for proposals from the general public was published in all three languages in six different newspapers. Over 12 awareness raising programs were conducted through radio and television services. The corresponding media briefing was held on 8th of March 2018.
- Global Expert Group meeting held from 25th to 27th July 2018.
 - » With the support from the United Nations Office on Drugs and Crime (UNODC) and the United Nations Development Programme (UNDP), a Global Expert Group Meeting on Anti-corruption was held in Colombo. The meeting brought together over 40 experts from 30 countries to develop the Colombo Commentary on the Jakarta Principles for Anti-Corruption Agencies. Participants discussed "guidance on to how to promote and strengthen the independence and effectiveness of anti-corruption authorities" in accordance with articles 6 and 36 of the UNCAC.
- An Executive Committee and a Working Committee to guide the process of drafting the plan was appointed.

- » Executive Committee comprised of Senior Secretaries of key Ministries and key officials of other institutions vital for the development process.
- » Working Committee comprised of representatives covering all institutions that will play a role in the implementation of the plan, including civil society members, media personnel, private sector etc.

International visits

- A seven-member delegation to Bhutan, including the Attorney General and high officials such as the Secretary to the Ministry of Public Administration and the Ministry of Local Government met with the key officials of Bhutan at the end of February 2018.
- A delegation to Hong Kong representing CIABOC and the Legal Draftsman's Department met with the officials of the Justice Ministry of Hong Kong in April 2018.

Technical support

- While the content of the NAP is a product of Sri Lanka, International Consultant Mr Richard E. Messick contributed with the experiences of other jurisdictions, while the National Consultant Mrs Anushika Amarasinghe integrated the received information and compiled the plan.
- » A series of validation round-table discussions were held with all responsible agencies tasked with implementation. A National Validation Workshop

was held reviewing, reconsidering, amending and redrafting the plan with the participation of stakeholder representatives.

- » Cabinet approval was granted for the formulation and implementation of the NAP 2019-2023 on February 5th 2019, and it was launched on 18th March 2019.

ENCAPSULATING THE THOUGHTS OF A NATION...



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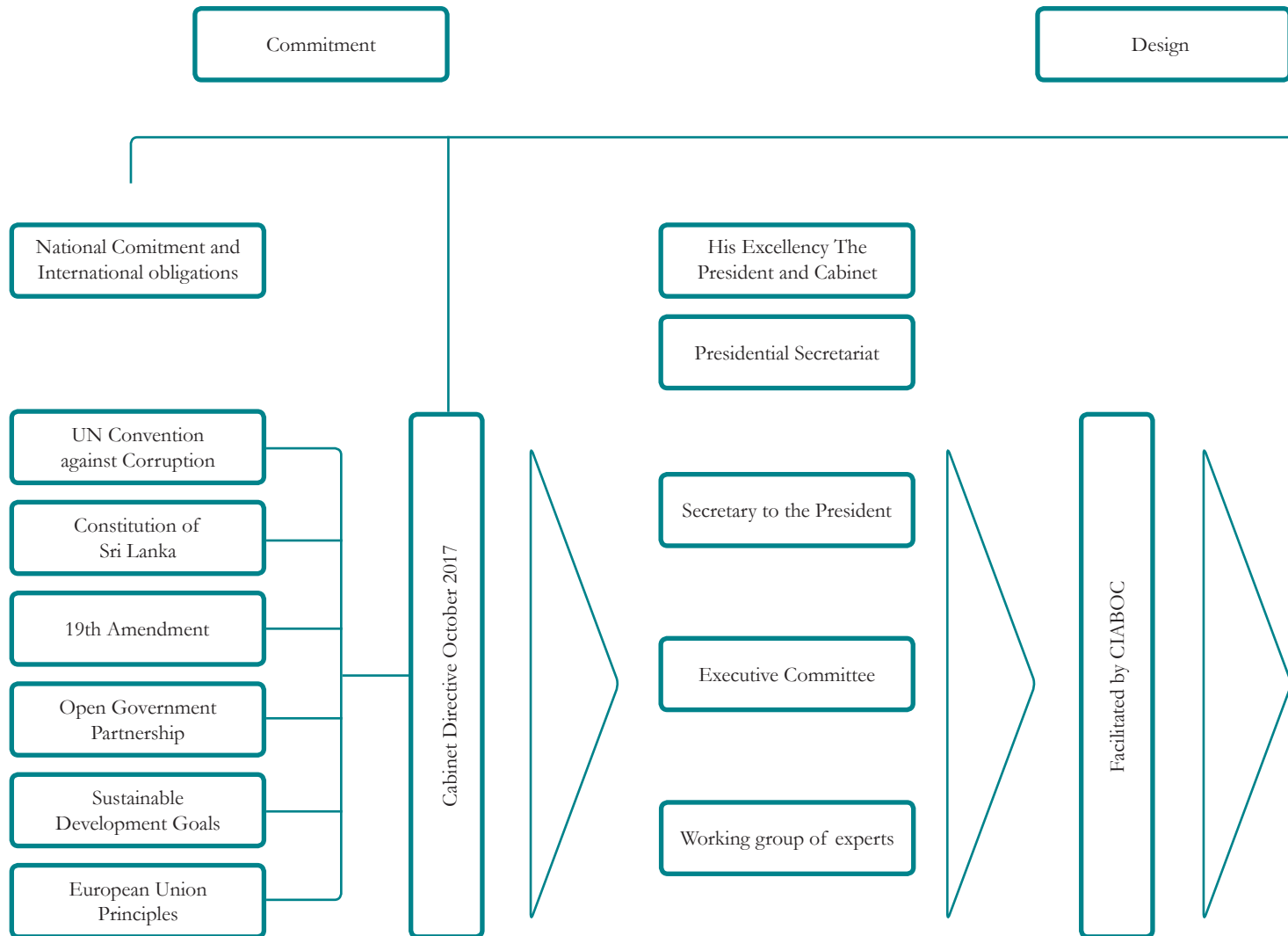
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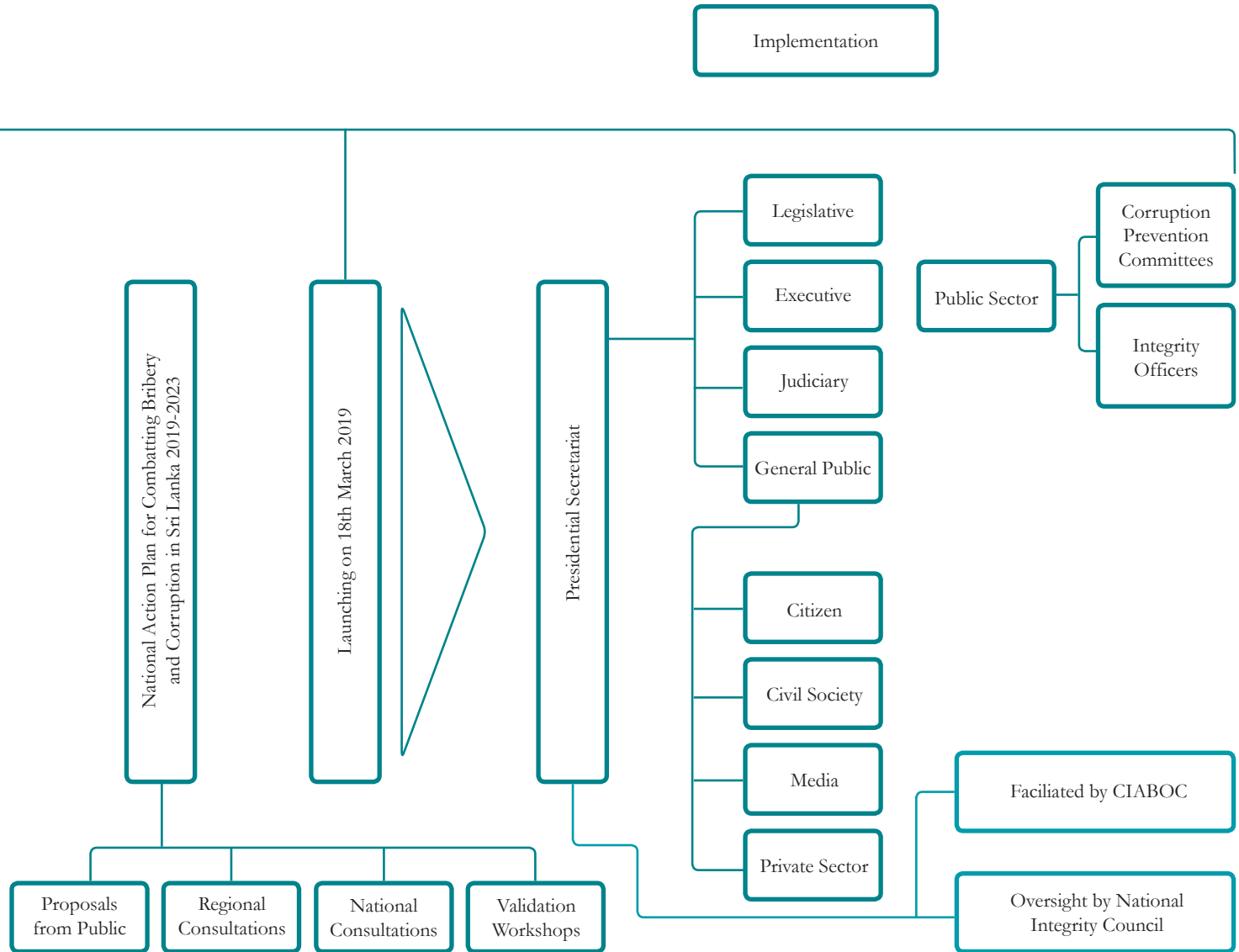




National Action Plan For Combatting Corruption For Sri Lanka

Design & Implementation





Consultations Held in Colombo with Different Stakeholders

Consultations with Public Officials and other Sectors

2018.01.26	Public Officials Consultation
2018.02.13	Public Officials Consultation
2018.02.14	Public Officials Consultation
2018.02.16	Consultation with Professionals
2018.03.14	Public Officials Consultation
2018.03.15	Public Officials Consultation
2018.04.27	OGP and NAP Consultation with President Secretariat
2018.05.03	Public Officials and Civil Societies
2018.06.26	Consultation with Professionals
2018.07.02	Civil Society & Media
2018.07.03	Private Sectors & Diplomatic
2018.07.07	Education Officials
2018.07.12	Public Officials
2018.07.16	University Students
2018.08.02	Artists
2018.08.15	Senior Ministry Officials
2018.08.25	Senior Ministry Officials
2018.09.25	Senior Officers in Government

Collaboration with International Partners

2018.02.24-03.04	Consultation with Bhutanese Experts
2018.02.13-14	UNODC and International Experts
2018.03.14-15	UNODC and International Experts
2018.04.02,06-07	International Consultants
2018.04.10-12	International Consultants
2018.04.15-20	Consultation with Hong-Kong Experts
2018.06.04-08	UNODC and International Experts
2018.07.25-27	UNODC (EGM)
2018.07.30-08.15	International Consultants

Engagement with the Media

2018.01.17	Sirasa TV
2018.01.26	Consultation with Ministry of Mass Media
2018.03.08	Media briefing at Ministry of Mass Media
2018.03.13	SLBC
2018.03.18	Sitha FM
2018.04.29	Consultation with senior journalist
2018.05.13	News Paper Advertisements
2018.05.15	Neth FM
2018.05.18	SLRC
2018.05.19	ITN FM
2018.05.31	SLRC
2018.06.04	Sirasa TV
2018.06.12	ITN
2018.06.19	Media Conference
2018.06.20	SLBC
2018.07.02	Consultation with Media officials
2018.07.05	MTV
2018.07.08	Derana
2018.07.09	Siyatha TV

Engagement with Parliament

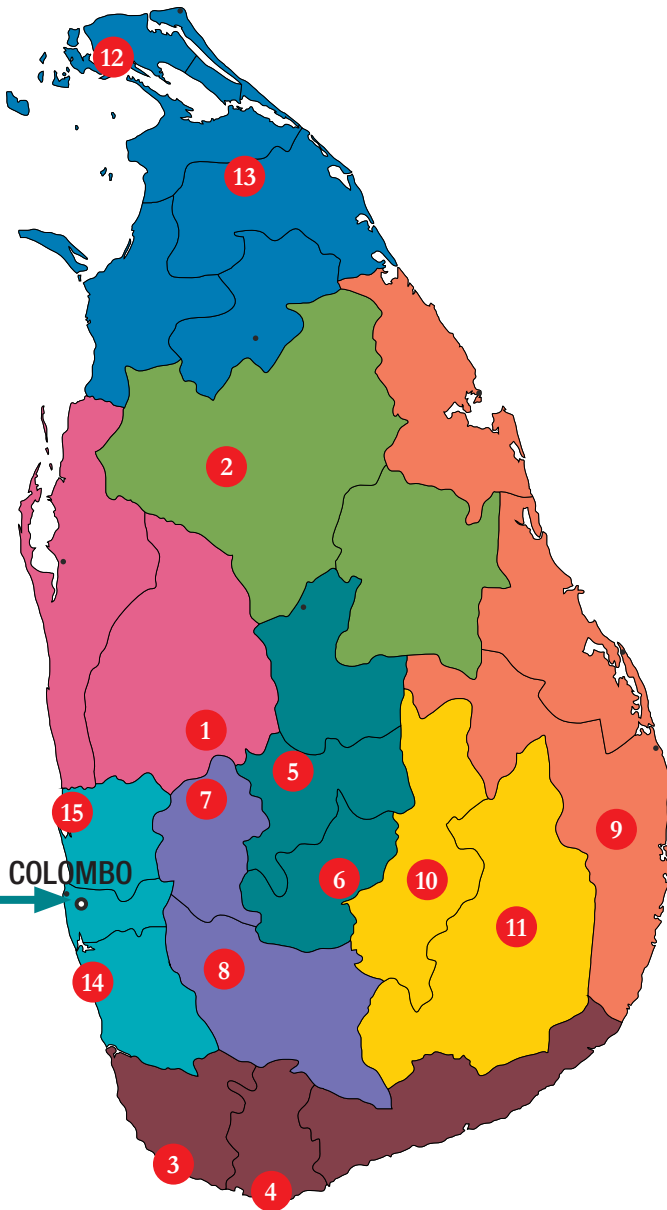
2018.03.21
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2018.07.12

Working Group Deliberations

2018.07.13
2018.07.17
2018.07.19
2018.07.23
2018.07.24
2018.08.02
2018.08.03

Executive Group Validation

2018.01.18
2018.06.26
2018.09.25
2018.10.04



All Island Civic Engagement

1	11.05.2018	Kurunegala
		Puttalam
2	12.05.2018	Anuradhapura
		Polonnaruwa
3	25.05.2018	Galle
4	26.05.2018	Matara
		Hambantota
5	11.05.2018	Kandy
		Matale
6	02.06.2018	Nuwara Eliya
7	07.06.2018	Kegalle
8	08.06.2018	Ratnapura
9	14.06.2018	Ampara
		Batticaloa
		Trincomalee
10	22.06.2018	Badulla
11	23.06.2018	Monaragala
12	29.06.2018	Jaffna
		Mullaitiu
13	30.06.2018	Kilinochchi
		Mannar
		Vavuniya
14	06.07.2018	Kalutara
15	10.07.2018	Gampaha

National Action Plan at a Glance

A - STRATEGY ONE PREVENTION MEASURES

- A.1. Establishment of a Corruption Prevention Division at CIABOC
- A.2. Enhancing integrity and preventing corruption in the public sector
- A.3. Optimizing citizen's access to public services
- A.4. Preventing corruption in the private sector
- A.5. Ensuring integrity of elected representatives
- A.6. Integrity in public procurement and public finances
- A.7. Increasing public confidence in the integrity of the criminal justice system

B - STRATEGY TWO VALUE-BASED EDUCATION AND COMMUNITY ENGAGEMENT

- B.1. Integrity education for children and youth
- B.2. Awareness raising for the public sector
- B.3. Creating public demand for accountability
- B.4. Strengthening the role of media to promote a culture of integrity
- B.5. Strengthening civil society and citizens to enhance accountability
- B.6. Engaging the private sector towards a society of integrity
- B.7. Awareness raising for elected representatives
- B.8. Awareness raising for judges and judicial officers

NATIONAL ACTION PLAN

C - STRATEGY THREE INSTITUTIONAL STRENGTHENING OF CIABOC AND OTHER LAW ENFORCEMENT AGENCIES

- C.1. Strengthening CIABOC
- C.2. Strengthening law enforcement agencies and regulatory bodies dealing with financial crimes
- C.3. Strengthening inter-agency relations

D - STRATEGY FOUR LAW AND POLICY REFORMS

- D.1. Amendments to laws coming within the purview of CIABOC
- D.2. Amendments to other laws relating to anti-corruption efforts
- D.3. Policy Reform
- D.4. Compliance with international obligations



A - STRATEGY ONE PREVENTION MEASURES

- A.1. Establishment of a Corruption Prevention Division at CIABOC
- A.2. Enhancing integrity and preventing corruption in the public sector
- A.3. Optimizing citizen's access to public services
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- A.6. Integrity in public procurement and public finances
- A.7. Increasing public confidence in the integrity of the criminal justice system

A – Prevention Measures

- A.1. Establishment of a Corruption Prevention Division at CIABOC

Establish a Corruption Prevention Division within the CIABOC, appointment and training of prevention officers, other human resources, National Advisory Council

- A.2. Enhancing integrity and preventing corruption in the public sector

National integrity strategy, integrity officers, corruption prevention committees, institutional Action Plans, risk assessment, facilitation officers, gift rules, conflicts of interest rules, codes of ethics, oath of integrity, integrity badge, corruption free zone, pledge of integrity

- A.3. Optimizing citizen's access to public services

Citizen charter, electronic payment system, public display of standard processes, promote digitalization, reception officers

- A.4. Preventing corruption in the private sector

Review current codes of ethics; introduce codes of ethics for integrity, regulatory audits

- A.5. Ensuring integrity of elected representatives

Review parliamentary code of conduct; introduce ethics code for elected members, oath of integrity

- A.6. Integrity in public procurement and public finances

Introduce national procurement guidelines, Reviews manuals on goods, introduce operational manuals that are agency specific, handbook for technical evaluation, selection criteria for screening proposed projects, declaration of interest form, awareness raising, adopt anti-bribery standards, standard bidding document, procedure for disposal of public asset, introduce electronic procurement system, introduce digital screening software, implementation of PEFA 2013, priority list of projects, skills assessments

- A.7. Increasing public confidence in the integrity of the criminal justice system

Review code of conduct for judges, review lawyers code of conduct, introduce code of conduct for prosecutors and investigators



B – Value-Based Education and Community Engagement

B.1. Integrity education for children and youth

Review the circulars issued to schools relating to integrity, anti-corruption and bribery, conduct awareness-raising and training of trainer workshops for Ministry of Education officials and provincial directors, develop a National Policy on Anticorruption and Integrity Education in Schools, Introduce a curriculum on integrity and anti-corruption to primary, middle and high school, develop a National Policy on Anticorruption and Integrity Education in Universities, Promote Youth Movements and Youth Coalitions committed to integrity

B.2. Awareness raising for the public sector

Anti-corruption and Integrity to be introduced/ revised as a module into training programmes of public officers, Conduct awareness-raising & training programmes and on the job training for Public Officers, Conduct inter-agency debates on integrity and anti-corruption, Raise public sector awareness on CIABOC's roll.

B.3. Creating public demand for accountability

Raise awareness and build capacities on accessing information using the RTI law, Expand media/ outreach campaign on RTI. Raising awareness of linkage between corruption and fundamental human rights and freedoms, Create “Coalitions Against Corruption”

B.4. Strengthening the role of media to promote a culture of integrity

B - STRATEGY TWO **VALUE-BASED EDUCATION AND COMMUNITY** **ENGAGEMENT**

- B.1. Integrity education for children and youth
- B.2. Awareness raising for the public sector
- B.3. Creating public demand for accountability
- B.4. Strengthening the role of media to promote a culture of integrity
- B.5. Strengthening civil society and citizens to enhance accountability
- B.6. Engaging the private sector towards a society of integrity
- B.7. Awareness raising for elected representatives
- B.8. Awareness raising for judges and judicial officers

Identify media partners and sign MOUs, Develop/ Revise Code of Ethics for media personnel, Facilitate training for Media Organizations and Journalists to report on anti-corruption and investigative journalism, Regular media releases on the outcome of Bribery and Corruption cases to serve as a deterrent

B.5. Strengthening civil society and citizens to enhance accountability

Raise awareness among Trade Union leaders, Community leaders and representatives and Civil Society representatives as change agents, Train religious leaders on linking integrity, values, anti-corruption with religion, Development of material

on anti-corruption, prevention mechanisms, accessing public services, Publicise CIABOC website as the hub for Anti-Corruption material, Introduce Integrity Test on CIABOC website as a self-assessment

B.6. Engaging the private sector towards a society of integrity

Identify private sector associations and chambers of Commerce as partners and sign MOUs, Raise awareness on anti-corruption for the private sector, Professional Associations, Social Service Clubs, Incorporate corruption prevention and integrity programmes into Corporate Social Responsibility initiatives, Develop a model of Signing of Integrity Pacts between private companies and public sector institutions in public-private partnerships

B.7. Awareness raising for elected representatives

Conduct awareness raising workshops for Members of Parliament and Parliament Oversight Committees on the legal provisions, Global best practices and duties, Conduct awareness raising workshops for elected representatives of Local Governments on the legal provisions, Global best practices and duties

B.8. Awareness raising for judges and judicial officers

Conduct awareness raising workshops for Judges of Magistrate Courts and High Courts on the legal provisions, Global best practices and duties, Conduct sessions for Experience sharing and sharing of best practices related to integrity within the judiciary

C – Strengthening of CIABOC and other Law Enforcement Agencies

C.1. Strengthening CIABOC

Infrastructure & Software improvement plan for investigation unit, renovation of interim office, upgrade ICT enable platform, I2 tools for asset investigations, develop human resource policy for CIABOC, establish additional units within CIABOC, network for external forensic staff, recommendations for financial independence, provincial centers and display of CIABOC services.

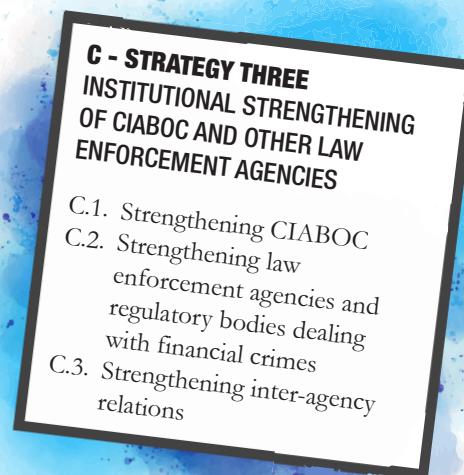
Increase and strengthen the investigation cadre of CIABOC

C.2. Strengthening law enforcement agencies and regulatory bodies dealing with financial crimes

Conduct training for investigators, conduct training for COPE, COPA, PERC members on technical and specialist skills, conduct learning exchange programmes, codes of ethics, programme for recruitment of analysts, ICT platforms for forensic accounting, establish coalition for recovery of stolen assets

C.3. Strengthening inter-agency relations

Enter into MOUs of law enforcement agencies dealing with financial crimes, conduct high level roundtables for sharing best practices, develop a proposal for coordinated investigations





**D – STRATEGY FOUR
LAW AND POLICY REFORMS**

- D.1. Amendments to laws coming within the purview of CIABOC
- D.2. Amendments to other laws relating to anti-corruption efforts
- D.3. Policy Reform
- D.4. Compliance with international obligations

D.4. Compliance with international obligations

Review and Gap Analysis, UNCAC, GDP, Bangalore Principles, Palermo Convention

D- Law and Policy Reform

D.1. Amendments to laws coming within the purview of CIABOC

Bribery Act, Declaration of Assets and Liabilities Law and CIABOC Act

D.2. Amendments to other laws relating to anti-corruption efforts

Commissions of Inquiry Act, Recovery of Assets, Money Laundering, Election Laws, MLA, Whistleblower Protection Act

D.3. Policy Reforms

Cabinet Decisions, National Planning and Monitoring Law







FEATHERS - protection

A - STRATEGY ONE

PREVENTION MEASURES



PREVENTION MEASURES

The notion of ‘prevention’ in relation to the fight against corruption is novel in the Sri Lankan context. It has nonetheless gained traction in other parts of the world, especially in countries with effective anti-corruption regimes. The purpose of prevention is to minimize or eliminate the potential for corruption. Hence, prevention is the forerunner of investigations and prosecutions, which, if effective, often dispenses with the need for investigations. Prevention is a sustainable alternative to the colonial adversarial heritage of our country with its strong emphasis on penal sanctions as a means of effective deterrence, which has proved to be costlier than foreseen. Investigations and prosecutions in the aftermath of criminal acts constantly begs the question if complete fidelity to the criminal justice system is productive or even advisable in fighting corruption. As such, the NAP embraces the idea that prevention is better than cure, displacing the belief that deterrence is the sole approach to curb bribery and corruption in Sri Lanka.

Prevention ensues at a preliminary stage, directly addressing the breeding grounds of corruption, eliminating risks of the potential commission of corruption. While

honesty and fidelity to duty of majority of public officials in Sri Lanka are irrefutable, practical realities have underscored several key factors in the public service as nurseries of corruption. Experiential evidence revealed that while the absence of a culture of integrity is salient, the lack of transparency and clarity in the procedures of most public institutions coupled with the unfettered discretion conferred on public officials which is prone to be abused due to a lack of guidance have primarily sown the seeds of corruption within the public sector. The absence of a culture of integrity and the ignorance of the general public as to the procedures often lead to administrative impunity. A common occurrence is when a ‘contact point’ within public institutions is often sought by the public in their attempt to navigate the lack of transparency and bureaucracy of the administrative system. It is, however reiterated that the majority of public servants are honest in their dispensation of duties and needs only to be guided in the right direction. The National Action Plan aims to use prevention as a method to optimize the discretion of the public officials to increase transparency and barricade the avenues for corruption. This would not only enhance the anti-corruption system of the country, but will further

cement public trust in the government and its machinery, without which, the public sector would come to a standstill.

Against this backdrop, the NAP focuses on the following measures:

1. Establishment of a Corruption Prevention Division at CIABOC
2. Enhancing integrity and preventing corruption in the public sector
3. Optimizing citizen's access to public services
4. Preventing corruption in the private sector
5. Ensuring integrity of elected representatives
6. Integrity in public procurement and public finances
7. Increasing public confidence in the integrity of the criminal justice system

In accordance with the review of Sri Lanka's compliance with the chapter on prevention in the UNCAC, the Action Plan envisages the establishment of a prevention division within CIABOC. This division will liaise, coordinate, and provide advice on the bribery and corruption prevention strategy of each government institution.

Public sector institutions have been identified as key players in the NAP, which proposes steps to eliminate the potential risk of bribery and corruption within such institutions. Therefore, each institution will be required to appoint prevention committees and integrity officers, in addition to preparing an Institutional Action Plan for the Prevention of Bribery and Corruption tailored to the

needs of such institutions.

The NAP places emphasis on the need to establish clear procedures and guidelines to optimize public accessibility to services offered by public institutions, which will also act as a check on the unfettered discretion bestowed on public officials. Meaningful public accessibility will be guided by the obligations of each institution under the Right to Information Act (RTI), further enhancing transparency and good governance.

The recognition of private sector bribery highlights the significance of the private sector in ensuring a corruption-free society by holding the private sector to similarly high standards of integrity as that of the public sector.

As the representatives of the people themselves, elected representatives are influential in shaping public opinion. Therefore, the integrity of elected representatives too, needs to be ensured to enhance public confidence in the government.

Public procurement services, which is a sector riddled with accusations of corruption, warrant specific focus and concerted efforts to enhance integrity. Once again, the lack of transparency in the processes has been identified as the major contributing factor in procurement related corruption.

The importance of the criminal justice system in sustaining a corruption-free society cannot be overstated. The success of investigations into and prosecutions of complaints of corruption rests on a dynamic criminal justice system which should not be compromised by a lack of integrity. Therefore, internal preventive mechanisms

within the criminal justice system are necessary for the preservation of integrity within the system. The NAP contains comprehensive measures, additional support, and impetus for the foregoing changes envisaged. These changes are required due to the depreciation of value systems in our country over time, the subject of which will be dealt in Strategy B.

PREVENTION MEASURES

Objective: To strengthen anti-corruption and accountability mechanisms as a preventative measure towards integrity

Corruption Prevention Division Established				
A.1. A CORRUPTION PREVENTION DIVISION AT CIABOC				
Objective: To make corruption prevention a core goal and strategy of CIABOC, in order to mainstream and broad-base prevention measures for Sri Lanka				
No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.1.1.	Establish Corruption Prevention Division at CIABOC	- CIABOC - Legal Draftsman's Department	Short-term	- Provision for Corruption Prevention Division made within amendments to CIABOC Act - Cabinet approval obtained - Bill amending CIABOC Act submitted to parliament
A.1.2.	Develop organizational structure for Corruption Prevention Division at CIABOC	- CIABOC	Short-term	- Structure and Terms of References(TORs) developed, based on global best practices
Corruption Prevention Officers Appointed and Trained				
A.1.3.	Appoint Corruption Prevention Officers for Corruption Prevention Division at CIABOC	- Public Service Commission - Salaries and Cadre Commission - Ministry of Public Administration - CIABOC	Short- to Long-term	- Selection criteria and TORs for officers developed - 50 prevention officers appointed in Year 1. - Annual reviews of human resource needs for the division conducted - Appointments of additional prevention officers made based on reviews

Timeline: Short – Under 12 months/ Medium – 1 to 3 years/ Long – 3 to 5 years

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.1.4.	Appoint other human resources for Corruption Prevention Division at CIABOC	<ul style="list-style-type: none"> - Public Service Commission - Salaries and Cadre Commission - CIABOC 	Medium to Long-term	<ul style="list-style-type: none"> - Selection criteria and TORs for officers developed - Appointments of other officers made based on reviews
A.1.5	Appoint research officers on secondment basis	<ul style="list-style-type: none"> - Public Service Commission - Salaries and Cadre Commission - CIABOC 	Medium to Long-term	<ul style="list-style-type: none"> - Selection criteria and TORs for officers developed - Appointment of research officers made
A.1.6.	Conduct training programmes for Corruption Prevention Officers	<ul style="list-style-type: none"> - CIABOC -SLIDA - Local and international training institutes 	Short to Long-term	<ul style="list-style-type: none"> - Training modules and training plan developed - Training programmes conducted
A.1.7.	Conduct Trainings of Trainers (TOTs) for other (outside the Corruption Prevention Division) CIABOC Staff on prevention measures	<ul style="list-style-type: none"> - CIABOC 	Medium to Long-term	<ul style="list-style-type: none"> - Training modules and training plan developed - Training programmes conducted
A.2. ENHANCING INTEGRITY AND PREVENTING CORRUPTION IN THE PUBLIC SECTOR				
Objective: To promote a public service defined by integrity and transparency, through the institutionalization of integrity measures				
National Integrity Strategy Implemented				
A.2.1.	Issue cabinet approval for the adoption of a National Integrity Plan	<ul style="list-style-type: none"> - Presidential Secretariat - Ministry of Public Administration - Ministry of Local Government and Provincial Councils 	Short-term	<ul style="list-style-type: none"> - Cabinet approval obtained for National Integrity Plan

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
Integrity Officer Appointed and trained				
A.2.2.	Establish post of “Integrity Officer” in all government institutions	<ul style="list-style-type: none"> - Presidential Secretariat - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Relevant government institutions - CIABOC 	Short-term	<ul style="list-style-type: none"> - Circular on the appointment of integrity officers issued - Integrity officer/s appointed, within three months of circular - See TOR for integrity officer, in Integrity Handbook
A.2.3.	Conduct training programmes for integrity officers	<ul style="list-style-type: none"> - SLIDA, - CIABOC, - Training institutes - Relevant government institutions 	Short to Long-term	<ul style="list-style-type: none"> - Training modules and training plan developed - Training programmes conducted
Corruption Prevention Committees Established				
A.2.4.	Establish “Corruption Prevention Committees”	<ul style="list-style-type: none"> - Presidential Secretariat - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Relevant line ministries - Relevant government institution/s 	Short-term	<ul style="list-style-type: none"> - Circular on integrity committees issued - Corruption prevention committee established in all government institutions and members appointed, within three months of circular - See TORs for corruption prevention committees, in Integrity Handbook

2 Relevant government Institutions include all ministries, departments, provincial level Institutions and local government Institutions

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.2.5.	Conduct training programmes for members of Corruption Prevention Committee/s	<ul style="list-style-type: none"> - SLIDA - CIABOC - Training institutions - Relevant government institutions 	Short to Long-term	<ul style="list-style-type: none"> - Training modules and training plan to be developed - Training programmes to be conducted
Institutional Action Plans for the Prevention of Bribery and Corruption Created				
A.2.6.	Issue circular on developing institutional Action Plans for the prevention of bribery and corruption	<ul style="list-style-type: none"> - Presidential Secretariat - Ministry of Public Administration - Ministry of Local Government and Provincial Councils 	Short-term	<ul style="list-style-type: none"> - Circular on institutional Action Plans issued
A.2.7.	Develop “Institutional Action Plan for the Prevention of Bribery and Corruption”	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Relevant government institutions - Other relevant ministries - Heads of relevant government institution - Integrity officer 	Short to Long-term	<ul style="list-style-type: none"> - Institutional Action Plan/s for the prevention of bribery and corruption developed for all government institutions, within three months of circular - Institutional Action Plans for the prevention of bribery and corruption, reviewed periodically - See format for institutional Action Plan for the prevention of bribery and corruption, in Integrity Handbook - See guidelines for the development of an institutional Action Plan for the prevention of bribery and corruption, in Integrity Handbook

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.2.8.	Conduct Institutional Corruption Risk Assessment/s (Reference E.5.1.)	<ul style="list-style-type: none"> - CIABOC - Corruption Prevention Committees - Integrity officer 	Short to Medium-term	<ul style="list-style-type: none"> - Proposed model developed - Institutional risk assessment conducted - Findings of risk assessment factored into the institutional Action Plan for the prevention of bribery and corruption - See guidelines for the development of an institutional Action Plan for the prevention of bribery and corruption, in Integrity Handbook - Link to Corruption Indexing of government institutions established
A.2.9	Conduct training of trainer programmes for heads of department and other officials for the development of Action Plans for the institutions	<ul style="list-style-type: none"> - Ministry of Public Administration - CIABOC Prevention Division - Ministry of Local Government and Provincial Councils - Relevant government institutions - Other relevant ministries - SLIDA - Head of relevant government institution - Integrity officer 	Short to Long-term	<ul style="list-style-type: none"> - Module to link the institutional Action Plan with the Institutional Action Plan for the prevention of bribery and corruption developed - Institutional Action Plan linked to key performance indicators

4 If there is any inconsistency between Gift Rules and the Establishments Code on accepting gifts, the Gift Rules will take precedence.

5 If there is any inconsistency between Conflict of Interest Rules and any other existing provisions relating to conflicts of interest, the Conflict of Interest Rules will take precedence.

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
Facilitation Officers Appointed and Trained				
A.2.10.	Establish Post of “Facilitation Officer” in all government institutions	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Relevant government institutions 	Short-term	<ul style="list-style-type: none"> - Circular issued requiring the appointment of a facilitation officer - See TOR for Facilitation Officer in Integrity Handbook
Gift Rules Implemented				
A.2.11.	Promote Gift Rules ⁴	<ul style="list-style-type: none"> - Presidential Secretariat - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Line ministries - Relevant government institutions 	Short-term	<ul style="list-style-type: none"> - Circular issued for the adoption of gift rules - Gift rules made applicable to all public officials - See “Handbook on Gift Rules 2018”
Conflict of Interest Rules Implemented				
A.2.12	Promote Conflict of Interest Rules ⁵	<ul style="list-style-type: none"> - Presidential Secretariat - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Line ministries - Relevant government institution 	Short-term	<ul style="list-style-type: none"> - Guidelines for the adoption of conflict of interest rules issued by a circular - Conflict of interest rules made applicable to all public officials - See “Handbook on Conflict of Interest Rules”

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
Code of Ethics Revised and Implemented				
A.2.13	Revise code of ethics for public officials	<ul style="list-style-type: none"> - Public Service Commission - Ministry of Public Administration - Ministry of Local Government and Provincial Councils 	Medium-term	<ul style="list-style-type: none"> - Global best practices on code of ethics for public officials reviewed - Code of ethics for public officials revised - Circular issued on code of ethics for public officials
Pledge of Integrity Initiated				
A.2.14	Promote taking the pledge of integrity for Public Officers	<ul style="list-style-type: none"> - Presidential Secretariat - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Line ministries - Relevant government institutions 	Medium-term	<ul style="list-style-type: none"> - Pledge of integrity designed - Circular issued detailing the use of the pledge of integrity
Integrity Badge Introduced				
A.2.15	Issue Integrity Badges	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Relevant government institutions - CIABOC 	Medium-term	<ul style="list-style-type: none"> - Integrity badge designed - Circular issued for the integrity badge - Badges issued

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
Corruption Free Zone Recognized				
A.2.16.	Promote the establishment of Corruption-Free Zones in government institutions	<ul style="list-style-type: none"> - Presidential Secretariat - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Line ministries - National Audit Office - Relevant government institutions 	Medium-term	<ul style="list-style-type: none"> - Circular issued for the establishment of corruption-free zones - Provision of notices - integrity notice at entrance – “Corruption-Free Zone” with CIABOC hotline “1954” completed - Integrity messages included on the PA system. E.g. You are entering a corruption-free zone”
A.2.17.	Prepare budget estimate and allocation for implementing institutional Action Plans	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Ministry of Finance - Ministry of Planning - CIABOC - Relevant government institutions 	Short-term	<ul style="list-style-type: none"> - Budget prepared and submitted with institutional Action Plan
Integrity and Productivity Pledge Introduced				
A.2.18	Integrity pledges (on integrity and productivity) are signed between heads of departments and public officials	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Relevant government institutions - CIABOC - Expert evaluation committee 	Medium-term	<ul style="list-style-type: none"> - Integrity pledge (on integrity and productivity) circulated through Ministry of Public Administration

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.2.19	Revise performance appraisal system for public officials	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Local Government and Provincial Councils 	Medium to Long-term	<ul style="list-style-type: none"> - Performance appraisal revised to assess officials based on integrity and productivity - Appraisal linked to key performance indicators and institutional Action Plans - Review of current system in line with global best practices completed
A.2.20	Training to be provided based on revised performance appraisal system	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Local Government and Provincial Councils 	Medium to Long-term	<ul style="list-style-type: none"> - Training modules developed - Training programmes conducted
A.3. CITIZEN'S ACCESS TO PUBLIC SERVICES				
Objective: To increase accessibility and convenience in the provision of public service to citizens, therein reducing loopholes for corruption				
Citizen's Charter Revisited				
A.3.1.	Develop/revise and display citizen's charter	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Relevant government institutions 	Medium-term	<ul style="list-style-type: none"> - Model citizen's charter issued by circular, designating an allocated time period for services to be provided - Average time taken assessed during the preparation of the annual report of the institution - Booklet with the simplified citizen's charter and flow chart for services published - See model citizen's charter in Integrity Handbook

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.3.2.	Introduce electronic payment platform with public access (E.g. rates, taxes, license fees)	<ul style="list-style-type: none"> - Ministry of Finance - Ministry of Planning - Ministry of Digital Infrastructure - ICTA 	Long-term	<ul style="list-style-type: none"> - Specifications developed - A pilot platform as a pilot project introduced at selected high-risk institutions - Final system approved and put into operation
A.3.3.	Public display of standard process to access services	<ul style="list-style-type: none"> - Corruption Prevention Committees - Integrity Officer - Relevant government institutions 	Medium-term	<ul style="list-style-type: none"> - Services particularly vulnerable to corruption identified - Diagrams and displays prepared as visual extracts from citizen's charter
A.3.4.	Promote digitization of institutional services at a local level	<ul style="list-style-type: none"> - Corruption Prevention Committees - Local IT Software developers - ICTA 	Medium-term	<ul style="list-style-type: none"> - Model developed for customer database and tracking of services provided
A.3.5.	Appointment of Reception Officer at government institutions	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Local Government and Provincial Councils - Relevant government institutions 	Medium-term	<ul style="list-style-type: none"> - Circular issued - Training material developed
A.4. PREVENTING CORRUPTION IN THE PRIVATE SECTOR				
Objective: To integrate prevention measures in the private sector, through codes and assessment guidelines				
A.4.1	Review current codes governing ethical conduct by the private sector	<ul style="list-style-type: none"> - Business and professional associations 	Medium-term	<ul style="list-style-type: none"> - Review conducted - Report published - Amended code of conduct

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.4.2	Introduce code for integrity and countering bribery for the private sector	<ul style="list-style-type: none"> - Chambers and Employers' Federation of Ceylon (EFC) in collaboration with regulators - Registrar of Companies - Board of Investment (BOI) - Securities and Exchange Commission (SEC) - CIDA - Ministry of Industries and Commerce - Export Development Board 	Short-term	<ul style="list-style-type: none"> - Standardized code to be developed based on global best practices - Code disseminated using online platforms, to be adopted on a voluntary basis
A.4.3	Regulatory audits to assess adherence to Code	<ul style="list-style-type: none"> - Regulators/ auditors - Registrar of Companies 	Medium-term	<ul style="list-style-type: none"> - Guidelines for auditing of standards developed
A.5. INCREASING CONFIDENCE IN THE INTEGRITY OF ELECTED REPRESENTATIVES				
Objective: To generate a commitment to integrity from elected representatives, through codes of ethics and sharing of best practices				
Code of Conduct Revisited				
A.5.1.	Review of Parliamentary Code of Conduct	<ul style="list-style-type: none"> - Parliament 	Medium-term	<ul style="list-style-type: none"> - Effectiveness of code of conduct assessed and amendments recommended
Code of Ethics Initiated				
A.5.2.	Introduce a code of ethics for <ul style="list-style-type: none"> • Members of parliament • Members of provincial councils • Representatives of local government bodies • Members of cooperative societies 	<ul style="list-style-type: none"> - Parliament - CIABOC - Ministry of Local Government and Provincial Councils 	Medium-term	<ul style="list-style-type: none"> - Code of ethics and recommended amendments circulated by parliament

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
Oath of Integrity Introduced				
A.5.3	Introduce oath of integrity for elected representatives and senior ministry officials at induction	<ul style="list-style-type: none"> - Parliament - Ministry of Public Administration - Prevention Unit, CIABOC 	Medium-term	<ul style="list-style-type: none"> - Oath of Integrity developed, circulated and finalized - Circular issued
A.5.4	Conduct sessions for sharing experience and best practices related to elections, campaign financing and nominations	<ul style="list-style-type: none"> - National Audit Commission - Election Commission - Public Service Commission - CIABOC 	Short-term	<ul style="list-style-type: none"> - Proposal submitted
A.6. IMPROVING INTEGRITY IN PUBLIC PROCUREMENT AND THE MANAGEMENT OF PUBLIC FINANCES				
Objective: To strengthen systems and processes for integrity in public procurement and the management of public finances				
Guidelines and Manuals Revised				
A.6.1.	Introduce revised government procurement guidelines	<ul style="list-style-type: none"> - National Procurement Commission 	Short-term	<ul style="list-style-type: none"> - Guidelines re-gazetted and parliamentary approval obtained
A.6.2.	Introduce procurement manuals	<ul style="list-style-type: none"> - National Procurement Commission 	Short-term	<ul style="list-style-type: none"> - Manuals published simultaneously with the gazetting of the guidelines
A.6.3	Introduce procurement operational manuals on state-owned enterprises	<ul style="list-style-type: none"> - Relevant institutions - National Procurement Commission 	Medium-term	<ul style="list-style-type: none"> - Procurement operational manuals drafted and adopted
A.6.4	Develop handbook for members of bid evaluation and procurement committees	<ul style="list-style-type: none"> - Procurement Commission - Tender Board Members 	Medium-term	<ul style="list-style-type: none"> - Handbook drafted/revised accordingly
A.6.5	Introduce guidelines and selection criteria for screening of proposed projects	<ul style="list-style-type: none"> - Ministry of Finance - Department of National Planning 	Medium-term	<ul style="list-style-type: none"> - Standard guidelines (including inviting proposals from general public), formats for priority lists and criteria developed and adopted

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.6.6	Incorporate conflict of interest revisions into the Declaration Form for Technical Evaluation Committee and Procurement Committee Members	- National Procurement Commission - CIABOC	Short-term	- Form re-drafted to contain conflict of interest provisions and circulated for approval
Training				
A.6.7.	Conduct training on Standard Procurement Processes for Government Institutions	- National Procurement Commission - Ministry of Finance and Planning - All other government institutions	Medium-term	- Standard format provided and publicized on websites of the commission and all relevant institutions
A.6.8	Introduce standard bidding document	- National Procurement Commission (NPC) - Ministry of Finance	Short-term	- Standard bidding document template prepared and approved by the National Procurement Commission
A.6.9.	Introduce detailed procedure for disposal of public assets	- Ministry of Finance	Medium-term	- Provisions in financial regulations reviewed and recommendations proposed
A.6.10	Conduct awareness raising for public officers as the bearers of public funds	- National Procurement Commission - CIABOC	Short-term	- Best practices reviewed and proposal submitted - Conducted Training
A.6.11.	Conduct sessions for sharing experience and best practices related to procurement and public financial management	- National Audit Commission - National Procurement Commission - PSC - CIABOC	Short-term	- Proposal submitted - Follow-up action

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
Systems, Procedures and Training Programmes Designed and Implemented				
A.6.12	Introduce electronic procurement system	<ul style="list-style-type: none"> - Ministry of Finance - National Procurement Commission - Attorney General's Department - ICTA 	Long-term	<ul style="list-style-type: none"> - Specifications developed - TORs prepared - Final system approved and put into operation
A.6.13	Training of staff on electronic procurement	<ul style="list-style-type: none"> - Ministry of Finance 	Long-term	<ul style="list-style-type: none"> - Training plan prepared and conducted
A.6.14.	Implement recommendations of 2013 PEFA (Public Expenditure and Financial Accountability rating tool)	<ul style="list-style-type: none"> - Ministry of Finance - National Procurement Commission 	Long-term	<ul style="list-style-type: none"> - Score on 2019 PEFA improved
A.6.15	Mandate the maintaining of a priority list of projects	<ul style="list-style-type: none"> - Ministry of Finance 	Medium-term	<ul style="list-style-type: none"> - Criteria is pre-disclosed - Priority lists disclosed
A.6.16	Proposal for expediting budget allocations and disbursement	<ul style="list-style-type: none"> - Ministry of Finance - Ministry of Public Administration 	Medium-term	<ul style="list-style-type: none"> - Existing procedures surveyed - Comparison with international best practises completed - Proposal submitted
A.6.17	Annual Training programmes for National Procurement Commission, Technical Evaluation Committee and Procurement committee members	<ul style="list-style-type: none"> - National Procurement Commission 	Short – Long term	<ul style="list-style-type: none"> - Modules developed - Training plan developed and implemented
A.6.18	Introduce assessment of competency levels for all staff engaging in public procurement	<ul style="list-style-type: none"> - National Procurement Commission 	Medium-term	<ul style="list-style-type: none"> - Subject content developed - Online course developed - Assessment introduced

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.6.19	Introduction of Post Procurement Review (PPR) system	- National Procurement Commission	Short-term	- Post procurement review system introduced - Best practices reviewed and proposal for necessary policy changes submitted
A.6.20	Conduct awareness raising for public officials on procurement guidelines	- National Procurement Commission	Medium-term	- Materials developed - Training plan developed and implemented
A.7 INCREASING PUBLIC CONFIDENCE IN THE INTEGRITY OF THE CRIMINAL JUSTICE SYSTEM				
Objective: To strengthen the codes for stakeholders within the criminal justice system				
A.7.1.	Review code of conduct for judges, prosecutors and investigators	- CIABOC - Judicial Services Commission - Attorney General's Department	Short-term	- Code reviewed against Bangalore Principles of Judicial Conduct, ECOSOC Resolution Strengthening Basic Principles of Judicial Conduct, and standards in other Commonwealth nations
A.7.2.	Review Bar Association code of conduct for lawyers	- Bar Association - Ministry of Justice	Medium-term	- Report on existing rules and their enforcement issued - Changes recommended as needed
A.7.3	Review and introduce code of ethics for professional bodies	- Organization for Professional Associations - Other professional associations - Ministry of Justice	Medium-term	- Report on existing rules and their enforcement issued - Changes recommended as needed
A.7.4.	Introduce code of conduct for law enforcement officers	- Ministry of Public Administration Management and Law and Order - National Police Commission - Sri Lanka Police - CIABOC	Medium-term	- Proposal drafted based on United Nations Code of Conduct for Law Enforcement Officials and International Association of Chiefs of Police Model Corruption Prevention Policy

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
A.7.5.	Introduce code of conduct governing prosecutors and other legal officers	- Parliamentary Oversight Committee	Medium-term	
A.7.6.	Introduce code of conduct governing parliamentary oversight committees	- Attorney General's Department - CIABOC	Medium-term	- Proposal drafted based on UN Congress on the Prevention of Crime's Guidelines on the Role of Prosecutors and the International Association of Prosecutors' Standards of Professional Responsibility
A.7.7.	Introduce code of conduct for investigators, prosecutors and prevention officers	- Ministry of Public Administration - CIABOC	Medium-term	- Proposal drafted based on international best practices



KADUPUL FLOWER - integrity

B - STRATEGY TWO

**VALUE-BASED EDUCATION AND
COMMUNITY ENGAGEMENT**



VALUE-BASED EDUCATION & COMMUNITY ENGAGEMENT

A sub-set of ‘Prevention’, value-based education and community engagement have universally merited separate consideration due to the significance of these areas in corruption prevention. The fight against bribery and corruption cannot be restricted to the four corners of law and policy formulation. It must transcend beyond, impacting upon an ideological change within the citizenry.

Strategy B of the Action Plan foresees a renaissance in modern Sri Lanka embroidering upon the social fabrics strong philosophical bases on which a culture of integrity will be built, sustainable for generations to come. This modest aspiration includes laying the foundation for the re-emergence of positive values which the Sri Lankan society was founded upon, such as honesty, mutual respect, non-consumerist lifestyles and self-discipline. It has been recognized that these values have to be injected into the DNA of the citizenry, a science which impacts upon the mind-set of the individual, if meaningful anti-corruption strategies are to be implemented.

Within this context, Strategy B includes a broad range of measures for further prevention through instilling the values of integrity and honesty and reinforcing these

values in the citizenry, public servants, parliamentarians, judges and judicial officers and the private sector. This aims to bring forth a systematic change within the deeply entrenched culture of bribery and corruption in our country through different methods, such as aesthetics, education, electronic media, and religious bodies.

Strategy B comprises 7 broad approaches under which activities are clustered:

1. Integrity education for children and youth
2. Awareness raising for the public sector
3. Creating public demand for accountability
4. Strengthening the role of media to promote a culture of integrity
5. Strengthening civil society and citizens to enhance accountability
6. Engaging the private sector towards a society of integrity
7. Awareness raising for public representatives

8. Awareness raising for judges and judicial officers

The overall Strategy is strongly focused on education, broadly defined. The actions envisioned under this strategy encompass a wide array of values and norms, not restricting itself to mere subject-based formal education. Recognizing the importance of instilling positive values at an early stage in life, as attempts at attitudinal changes in mature populations have yielded mediocre results at best, priority is placed on integrity education for children and youth. It is common knowledge that integrity must be engraved in one's system, which begins at conception of life and is carried to the last days of a being, completely saturating life. Therefore, CIABOC together with entities such as the Ministries of Education and Higher Education, and the National Institute of Education will develop curricula for primary and secondary school as well as undergraduate and graduate-level education on integrity, while integrity clubs and other extracurricular activities that focus on citizenship will be encouraged. Religious bodies too will play an important role in instilling positive values within their congregations.

Public sector will be made aware of integrity at recruitment followed by regular training during the course of employment. At the same time, it is also crucial to strengthen and mobilize civil society, including Community Based Organizations (CBOs) and Civil Society Organizations (CSOs), to hold the public sector to higher standards of accountability.

Recognizing the influential role played by media in the lives of the citizenry, the NAP, in a forward-thinking move, has carved out a role for the media, print and

electronic, new and more traditional, in carrying messages of integrity to the public.

The Private sector cannot be left out of a comprehensive prevention strategy as it is fundamental to development activities in a country. Therefore, the Action Plan urges the private sector to adopt similar standards of integrity as the public sector and/or to share with the public sector their own standards of ethics which have ensured integrity within the sector. It also provides for the creation of partnerships among the private sector associations, chambers of commerce, and other professional and trade associations to raise awareness on corruption-related topics.

As has been emphasized in Strategy A, elected representatives are pivotal for the success of an integrity prevention strategy. As leaders of the citizenry, elected representatives are responsible in ensuring prevention of corruption in the wider society, while also self-regulating their susceptibility to corruption.

The same holds true for the judiciary and judicial officers, as the final arbiters of allegations of corruption. Judges are essential for the development of the law, and are often required to take on the mantles of jurists and philosophers. Therefore, the relevance of excellent juridical training and regular knowledge enhancement on corruption related matters and notions of integrity for judges are factors the NAP has taken into consideration.

B. VALUE-BASED EDUCATION & COMMUNITY ENGAGEMENT

Objective: To educate, change attitudes of and inculcate values in the Sri Lankan people as a strategy for prevention of bribery and corruption

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.1. INTEGRITY FOR CHILDREN AND YOUTH				
Objective: To instil values of integrity and raise awareness among Sri Lankan children and youth, to promote a culture against corruption, both within and outside the education system				
ANTI-CORRUPTION AND INTEGRITY EDUCATION IN SCHOOLS				
Integrity in Schools Institutionalized				
B.1.1.	Review and enforce the circulars issued to schools relating to integrity, anti-corruption and bribery	- Ministry of Education, - Provincial Education Commissions	Short-term	- Existing circulars gathered - Report analysed and published
B.1.2.	Conduct awareness-raising and training of trainer workshops for Ministry of Education officials and provincial directors	- Ministry of Education, - Provincial Education Commission	Short-term	- Modules designed based on circulars and procedures - The plan developed and implemented by registrars.
B.1.3.	Develop a National Policy on Anti-corruption and Integrity Education in Schools	- Ministry of Education, - National Institute of Education, - Provincial Education Commission - CIABOC	Medium-term	- Report circulated to interested stakeholders - Stakeholders recommendations obtained for improvement - Draft Policy to finalized and published
B.1.4.	Conduct awareness-raising workshops for Ministry of Education officials	- Ministry of Education	Short-term	- Module designed, - Plan developed and implemented

Timeline - Short – Under 12 months/ Medium – 1 to 3 years/ Long – 3 to 5 years

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.1.5.	Conduct awareness-raising workshops for principals of national schools	- Ministry of Education, - CIABOC - NIE	Short-term	- Module designed - Plan developed and implemented
B.1.6.	Introduce a session on integrity and values into Grade 1 orientation and Advanced Level orientation targeting parents and teachers	- Ministry of Education, -NIE, - CIABOC	Medium-term	- Circular issued by Ministry of Education
B.1.7	Conduct workshops for school teachers, pre-school teachers, parents, health providers and expectant mothers	- Ministry of Education, - Provincial Education Commission - Ministry of Women and Child Affairs	Short-term	- Specific customized modules for workshops designed - Annual plan for workshops prepared and implemented
Integrity for Children Promoted				
B.1.8.	Introduce curriculum on integrity and anti-corruption into primary, middle and high school	- National Institute of Education - Ministry of Education - CIABOC	Medium-term	- Modules on integrity developed for civic education - Curriculum of core subjects revised to integrate values of integrity, honesty and ethical behaviour
B.1.9.	Develop co-curricular anti-corruption activities through arts and drama	- Corruption Prevention Division, CIABOC	Medium-term	- Integrity club Action Plans designed to include drama, art, and debating-
B.1.10	Establish integrity clubs in schools	- Ministry of Education	Short-term	- Circular re-issued
B.1.11	Conduct teacher training workshops at the national and divisional level on integrity within schools and introducing integrity into the curriculum	- Ministry of Education - National College of Education - Teacher Training Institutes,	Short-term	- Module designed - Plan developed and implemented

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.1.12.	Conduct teacher training workshops on the basis of school-based teacher trainings on integrity within schools and introducing integrity into the curriculum	- Ministry of Education	Medium-term	- Curriculum designed - Workshop schedule developed
B.1.13.	Introduce a module on integrity, anti-corruption and values in the Post-Graduate Diploma in Teaching	- Ministry of Education - National College of Education	Medium-term	- Curriculum designed and circulated for comments
B.1.14	Design and implement awareness programmes for underprivileged children and children not in the school system	- Ministry of Education - Community Based Organizations working with orphans, children with special needs, youth centers in prisons, rehabilitation centers and juvenile centers	Medium to Long -term	- Collaboration with CBOs established - Module designed - Plan developed and implemented
ANTI-CORRUPTION AND INTEGRITY EDUCATION IN UNIVERSITIES				
Integrity in Universities Institutionalized				
B.1.15.	Develop a national policy on anti-corruption and integrity education in universities	- Ministry of Higher Education - University Grants Commission	Short-term	- Stakeholder recommendations obtained for improvement - Draft policy finalized
B.1.16	Conduct awareness raising and training of trainers for university lecturers and staff to be targeted as 'change agents'	- Ministry of Higher Education - University Grants Commission	Short to Long-term	- Module designed - Plan developed and implemented

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
Integrity for University Students Promoted				
B.1.17.	Anti-corruption and integrity to be introduced as a module into syllabuses of -Universities -Technical institutes -Vocational training institutes	- University Grants Commission - Technical Education Department - National Apprentice Board - Ministry of Science and Technology - CIABOC	Long-term	- Material from UNODC and other sources obtained - Draft curriculum prepared, circulated and finalized
B.1.18.	Anti-corruption and integrity to be introduced in the orientation programmes for university undergraduates	- Ministry of Higher Education - University Grants Commission - NIE	Medium-term	- Guidelines issued for the creative inclusion of integrity and anti-corruption in orientation programmes - Circular from Ministry of Higher Education issued
B.1.19.	Conduct annual integrity cultural discussions and debates	- University student body - Corruption Prevention Division, CIABOC - Ministry of Higher Education	Short to Long-term	- Annual plan for integrity drafted and finalized
B.1.20	Promote integrity through a series of culture, performing arts and intellectual discourses	- University Grants Commission - Ministry of Higher Education - CIABOC	Short to Long-term	- Calendar of events and workshops prepared - Guidelines issued
B.1.21	Establish integrity clubs in universities	- Ministry of Higher Education	Medium-term	- Circular issued

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
ENGAGING YOUTH IN BUILDING INTEGRITY				
B.1.22	Promote youth movements and youth coalitions committed to integrity	<ul style="list-style-type: none"> - National Youth Services Council - Corruption Prevention Division, CIABOC 	Medium-term	- Resource material, Action Plans for youth groups developed and meeting places provided
B.1.23	Promoting “Youth Movement against Corruption (Y-MaC)”	<ul style="list-style-type: none"> - National Youth Services Council - Corruption Prevention Division, CIABOC 	Short-term	- Resource material, Action Plans for youth groups developed and meeting places provided
B.1.24	Appoint youth advocates as agents of change	<ul style="list-style-type: none"> - Ministry of Youth Affairs - Ministry of Higher Education 	Short-term	- Proposal presented to Ministry of Youth Affairs
B.2. AWARENESS RAISING FOR PUBLIC SECTOR OFFICERS				
Objective: To build a culture of integrity in the public sector, through awareness raising of public sector employees on bribery and prevention methods				
B.2.1.	Anti-corruption and integrity to be introduced/ revised as a module in training programmes for public officers	<ul style="list-style-type: none"> - SLIDA - SLILG and training institutes - Ministry of Finance and relevant line ministry - Relevant ministries - Ministries relevant to island wide services - Ministry of Home Affairs - Ministry of Public Administration 	Medium-term	<ul style="list-style-type: none"> - Consultations made with key stakeholder - Existing modules reviewed, modified and published

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.2.2.	Introduce a session on integrity, anti-corruption and values into the orientation program for public officials	<ul style="list-style-type: none"> - SLIDA - SLILG - Ministry of Finance/ Ministry of Public Administration and Training Institutes - Ministry of Home Affairs - Ministries relevant to island wide services 	Medium-term	<ul style="list-style-type: none"> - Circular from Ministry of Public Administration on orientation programmes revised to incorporate module - Subjects for module identified and training material developed and provided in advance
B.2.3	Conduct awareness-raising/training programmes and on-the-job training opportunities for public officers and officials of the Divisional Secretariat	<ul style="list-style-type: none"> - Ministry of Public Administration - Ministry of Home Affairs - CIABOC 	Medium-term	<ul style="list-style-type: none"> - Integrity plan of government institution implemented and training materials developed - Module/hand book on value-based code of conduct prepared
B.2.4	Conduct awareness-raising/ training programmes and on the job training for members of statutory boards	<ul style="list-style-type: none"> - Ministry of Finance - Line ministries - Relevant Institutes 	Medium-term	<ul style="list-style-type: none"> - Training material developed - Module/ hand book on value-based code of conduct prepared
B.2.5	Inclusion of question relating to bribery and corruption in Public Service Examinations/ Efficiency Bar Examination for all categories	<ul style="list-style-type: none"> - Ministry of Public Administration - Relevant Ministries 	Medium-term	<ul style="list-style-type: none"> - Appropriate questions modified/ developed and included in SLAS Examinations

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.2.6.	Conducting inter-agency debates on integrity and anti-corruption	- Corruption Prevention Division, CIABOC	Medium-term	- Tournament rules developed by CIABOC - Tournaments conducted
B.2.7.	Prepare customized material for training of professional bodies - Engineers - Accountants - Surveyors - Inland revenue officials - Planning officials - Agriculture officials - Clerical staff	- Corruption Prevention Division, CIABOC - Relevant professional associations	Medium-term	- Modules prepared - Training plan finalized in consultation with professional associations - Modules developed on demand
B.2.8.	Raise public sector awareness on CIABOC's role and increase access to CIABOC services	- CIABOC - Ministry of Public Administration	Short-term	- Awareness raising plan developed
B.2.9.	Experience sharing sessions and dialogues to exchange best practices between institutions	- Corruption Prevention Division, CIABOC	Medium-term	- Calendar and guidelines developed - Funds secured
B.3. CREATING PUBLIC DEMAND FOR ACCOUNTABILITY				
Objective: To mobilize citizens to demand high levels of integrity and accountability and to encourage officials and society to provide requisite information and services				
B.3.1	Raise awareness and build capacities on accessing information using the RTI law	- RTI Commission	Short-term	- Awareness raising materials developed and circulated - Number of requests for RTI reported periodically

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.3.2.	Train ministry officials on requirements of complying with RTI requests	<ul style="list-style-type: none"> - Integrity Committee - Corruption Prevention Division in relevant Ministries and Institutions 	Medium-term	<ul style="list-style-type: none"> - Protocol established for collecting data on time to respond to RTI requests - Average time to comply with requests reported periodically
B.3.3.	Expand media/outreach campaign on RTI	<ul style="list-style-type: none"> - RTI Commission 	Medium-term	<ul style="list-style-type: none"> - List of journalists, policy institutes, and others interested in RTI developed. - Regular press releases and report on RTI to be disseminated. - Media coverage on RTI compiled on a regular basis.
B.3.4.	Raising awareness of linkage between corruption and fundamental human rights and freedoms	<ul style="list-style-type: none"> - Human Rights Commission - Corruption Prevention Division - CIABOC 	Short-term	<ul style="list-style-type: none"> - UN Human Rights Committee consulted. - Material from committee and other sources on corruption and human rights prepared and circulated.
B.3.5.	Workshops on the citizen's charter, citizens right to services, access to public services and duties of public officials	<ul style="list-style-type: none"> - Corruption Prevention Division, CIABOC in partnership with civil society and media - Ministry of Public Administration - Relevant Line Ministries - Ministry of Home Affairs 	Short-term	<ul style="list-style-type: none"> - Workshop material designed and workshop schedule prepared by potential civil society and media partners.
B.4. STRENGTHEN THE ROLE OF MEDIA TO PROMOTE A CULTURE OF INTEGRITY				
Objective: To strengthen CIABOC's partnership with media, as change agents to take key messages and campaign to the public				
B.4.1.	Identify media partners and sign MOUs	<ul style="list-style-type: none"> - Corruption Prevention Division, CIABOC in partnership with media 	Short-term	<ul style="list-style-type: none"> - Partners identified - At least four media partnerships established

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.4.2.	Media and private sector join hands to disseminate promotional material Refer B.1.23	- Corruption Prevention Division, CIABOC - Ministry of Mass Media	Medium	- Draft material circulated to partners and finalized. Campaign launched.
B.4.3	Develop/revise code of ethics for media personnel	- Sri Lanka Press Institute - Ministry of Mass Media	Short-term	- Material developed and circulated
B.4.4.	Facilitate training for media organizations and journalists to report on anti-corruption and engage in investigative journalism	- Sri Lanka Press Institute - Corruption Prevention Division, CIABOC	Short-term	- Training modules developed - Training programmes conducted
B.4.5	Create literature and produce research papers on anti-corruption	- Media partners of CIABOC	Short-term	- Papers commissioned - At least three papers a year released.
B.4.6.	Regular media releases on the outcome of bribery and corruption cases to serve as a deterrent	- Media partners of CIABOC	Short-term	- Press releases and press briefings issued - At least one article per month released.
B.5. STRENGTHEN THE ROLE OF CIVIL SOCIETY AND CITIZENS				
Objective: To strengthen community engagement of CIABOC and engaging civil society and citizens, through awareness raising and capacity building as change agents				
B.5.1.	Create “Coalitions Against Corruption”	- Corruption Prevention Division	Short-term	- Membership increased and guidelines drafted
B.5.2.	Raise awareness among trade union leaders and representatives as change agents	- Corruption Prevention Division, CIABOC in partnership with trade union leaders - Ministry of Home Affairs	Short-term	- Material prepared - Workshops conducted

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.5.3.	Raise awareness among community leaders and civil society representatives as change agents	<ul style="list-style-type: none"> - Corruption Prevention Division, CIABOC - Ministry of Home Affairs 	Short-term	<ul style="list-style-type: none"> - Material prepared - Workshops conducted
B.5.4.	Conduct training programmes for religious leaders linking integrity, values, anti-corruption and religion	<ul style="list-style-type: none"> - Corruption Prevention Division, CIABOC 	Short-term	<ul style="list-style-type: none"> - Material prepared - Workshops conducted
B.5.5.	Introduce value-based integrity through religious institutes and Sunday schools (Dhaham Paasal)	<ul style="list-style-type: none"> - Ministry of Religious Affairs - Ministry of Education - Ministry of Buddhist Affairs 	Short to Long-term	<ul style="list-style-type: none"> - Booklets identifying appropriate religious tenets developed and circulated - Chapter on religion and integrity developed and published
B.5.6.	Conduct training of trainer workshops for religious and community leaders	<ul style="list-style-type: none"> - Ministry of Religious Affairs - Ministry of Education - Corruption Prevention Division, CIABOC 	Short to Long-term	<ul style="list-style-type: none"> - Module designed - Plan developed and implemented
B.5.7.	Development of material on anti-corruption, prevention mechanisms and accessing public services (Media, songs, anti-corruption slogans, dramas, conferences, social media, posters, banners, pamphlets, billboards, electronic media advertisements)	<ul style="list-style-type: none"> - Corruption Prevention Division, CIABOC - Partners of the Ministry of Mass Media 	Short-term	<ul style="list-style-type: none"> - Awareness-raising campaign designed - Dissemination plan designed - Draft materials produced - Media, private sector and civil society partners identified - Materials reviewed and approved for publication

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.5.8.	<p>Anti-corruption messages disseminated by facilitating;</p> <ul style="list-style-type: none"> - Platforms and intellectual discourses to strengthen and increase public dialogue on corruption - The introduction of “Integrity Week” in Sri Lanka to be commemorated in all schools, universities and places of work - Mobile offices to visit districts - Launch of a nation-wide campaign promoting a culture of integrity 	<ul style="list-style-type: none"> - National Institute of Education - Ministry of Mass Media - Ministry of Public Administration - Ministry of Home Affairs - Ministry of Education - Ministry of Higher Education - Corruption Prevention Division, CIABOC 	Short to Long-term	<ul style="list-style-type: none"> - Schools, universities and places of work notified of integrity week - Funding secured by CIABOC for mobile office. - Plan for district coverage created - A plan for launching the campaign designed, partners identified and funding secured
B.5.9.	Submit proposal to promote concept of transforming societies through arts and culture	<ul style="list-style-type: none"> - National Arts and Cultural Policy - Network of Artists - Corruption Prevention Division, CIABOC in partnership with private sector 	Medium-term	<ul style="list-style-type: none"> - Consultative design of plan integrating values and principles into arts and culture in Sri Lanka completed - Partners identified and plan finalized - Workshop conducted for artists to incorporate anti – corruption concepts within their work
B.5.10	Publicise CIABOC website as the hub for anti-corruption material	<ul style="list-style-type: none"> - CIABOC - Media partners 	Short-term	<ul style="list-style-type: none"> - Material on CIABOC website published - Media campaign conducted

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.5.11	Introduce Integrity Test on CIABOC website as a self-assessment	- Web developer, CIABOC	Short-term	<ul style="list-style-type: none"> - Test based on global best practices designed - Module developed and uploaded - Link promoted on other websites
B.6. ENGAGING THE PRIVATE SECTOR TOWARD A SOCIETY OF INTEGRITY				
Objective: To strengthen CIABOC's partnership with private sector, for strengthened measures within the private sector and as change agents.				
B.6.1.	Identify private sector associations and chambers of commerce as integrity partners from the private sector and sign MOUs	- Corruption Prevention Division, CIABOC in partnership with private sector	Short-term	<ul style="list-style-type: none"> - Partners identified - At least three partnerships with private sector associations established
B.6.2.	Raise awareness on anti-corruption for the private sector, professional associations, and social service clubs	<ul style="list-style-type: none"> - Corruption Prevention Division, CIABOC - Private sector associations and chambers of commerce 	Medium-term	<ul style="list-style-type: none"> - Material drafted circulated to partners and finalized - Campaign launched
B.6.3.	Incorporate corruption prevention and integrity programmes into Corporate Social Responsibility (CSR) initiatives	<ul style="list-style-type: none"> - Corruption Prevention Division, CIABOC - Partner Organizations 	Medium to Long term	- At least 10 companies per year add corruption prevention and integrity programmes into their CSR initiatives
B.6.4.	Compliance teams of private companies engaged to provide training to CIABOC investigators and prevention unit officers	- CIABOC	Short-term	- At least five workshops per year conducted for CIABOC staff

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.6.5	Develop a model for signing of integrity pacts between private companies and public-sector institutions in public-private partnerships	- Corruption Prevention Division, CIABOC - Partner Organizations	Medium-term	- Material drafted circulated to partners and model finalized
B.7. AWARENESS RAISING FOR ELECTED REPRESENTATIVES				
Objective: To raise awareness of elected representatives to encourage the integration of anti-corruption concepts for the benefit of their constituents				
B.7.1.	Conduct awareness raising workshops for members of parliament and parliament oversight committees on legal provisions, global best practices and duties	- Corruption Prevention Division, CIABOC - Parliament - Ministry of Parliament Affairs	Short to Long-term	- Module developed - Training plan designed based on requests and subject to availability of resources
B.7.2.	Conduct awareness raisings workshops for local government elected representatives on the legal provisions, global best practices and duties	- Corruption Prevention Division, CIABOC - Ministry of Local Government and Provincial Councils	Short to Long-term	- Module developed - Training plan designed based on requests and subject to availability of resources
B.8. AWARENESS RAISING FOR JUDGES AND JUDICIAL OFFICERS				
Objective: To raise awareness of judges and judicial officers to increase understanding and application of anti-corruption concepts in their sphere				
B.8.1.	Conduct awareness raisings workshops for judges of Magistrate Courts and High Courts on legal provisions, global best practices and duties	- Corruption Prevention Division, CIABOC - Judicial Service Commission	Short to Long-term	- Module developed - Training plan designed based on requests and subject to resources

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
B.8.2.	Conduct awareness raisings workshops for Supreme Court and Court of Appeal on legal provisions, global best practices and duties	<ul style="list-style-type: none"> - Corruption Prevention Division, - CIABOC - Judicial Service Commission - Foreign institutes 	Short to Long-term	<ul style="list-style-type: none"> - Module developed - Training plan designed based on requests and subject to availability of resources
B.8.3	Conduct sessions for sharing experience and best practices related to integrity within the judiciary	<ul style="list-style-type: none"> - Corruption Prevention Division, CIABOC - Judicial Service Commission 	Short to Long-term	<ul style="list-style-type: none"> - Proposals submitted





BEAK AND NECK - intelligence

C - STRATEGY THREE

**INSTITUTIONAL STRENGTHENING OF CIABOC AND OTHER LAW
ENFORCEMENT AGENCIES**



INSTITUTIONAL STRENGTHENING OF CIABOC AND OTHER LAW ENFORCEMENT AGENCIES

Anti-corruption agencies include law enforcement and prosecutorial arms. These are particularly important in the event prevention and value-based education do not yield a positive outcome. The mere creation of such agencies alone does not suffice. The agencies must be effective in the dispensation of their duties, which require resources. An issue plaguing most anti-corruption agencies worldwide is that, even as most perpetrators of high level corruption could avail themselves of the expertise within the folds of international networks of syndicated crimes, anti-corruption agencies do not possess internal expertise necessary to launch effective investigations into these crimes or competent prosecutors. This is often due to the fact that anti-corruption agencies attract inadequate financial and human resources. However, the upshot of this is the creation of an imbalance of power between perpetrator on one hand and investigators and prosecutors on the other, affording perpetrators an advantage.

As enunciated in the Jakarta Principles on Anti-Corruption Agencies, effectiveness of an anti-corruption agency could only be achieved by guaranteeing its independence and permanence, financial autonomy,

and adequate and reliable resources. In addition, anti-corruption agencies need to have in place effective internal as well as external accountability mechanisms, collaborate with other institutions, uphold the highest standards of integrity within their institutions, and communicate and engage regularly with the public to foster public support, especially in times of crises. Within this background, Strategy C encompasses measures to strengthen anti-corruption institutions in Sri Lanka. The NAP contains provisions on the following measures;

1. Strengthening CIABOC
2. Strengthening law enforcement agencies and regulatory bodies dealing with financial crimes
3. Strengthening inter-agency relations

As the foremost anti-corruption agency in Sri Lanka, CIABOC has a distinctive mandate. It not only investigates into allegations of bribery and corruption, but at the same time, is empowered to prosecute perpetrators. Even globally, prosecutorial powers are not enjoyed by many anti-corruption agencies, making the role of CIABOC particularly unique. The strength of

any anti-corruption agency rests on the resource capacity it possesses, both financial as well as human. While the success of investigations hinges on the skills and expertise of the investigators, successful prosecutions are only assured through skilled and experienced prosecutors. CIABOC constantly grapples with the challenge of inadequate human resources both in terms of quantity as well as the quality of expertise it could attract, mainly due to inadequate financial resources. Hence, it is imperative to strengthen the recruitment process of CIABOC offering attractive remuneration in order to attract the expertise it seeks in sufficient numbers. Expertise, both local and international, is mostly sought in investigating complex crimes such as financial crimes. The Action Plan also seeks to enhance training capacities, ICT equipment, and the infrastructure and operational framework of CIABOC in order to cater to the increased responsibilities under the plan.

The NAP has also recognized that it is of vital importance to strengthen other law enforcement agencies and regulatory bodies investigating crimes related to the mandate of CIABOC. It necessitates the strengthening of agencies such as the police, the Financial Intelligence Unit (FIU), and the Attorney General's Department, equipping these agencies with necessary capacities, resources, and infrastructure requisite to undertake professional and effective investigations and prosecutions.

Sharing of information for a coordinated and targeted investigation is paramount, especially in the context of limited resources. The compartmentalized approach to different agencies handling corruption related investigations or prosecutions often lead to duplication of efforts and controversies in decision making. Therefore,

investigation, prosecution, and adjudication of bribery and corruption cases require close cooperation among all entities involved. An inter-agency task force will be established to identify ways in which the Criminal Investigation Department (CID), Financial Crimes Investigation Department, Special Presidential Task Force on Recovery of State Assets (STaR), FIU and other law enforcement institutions can better coordinate and share resources. To facilitate collaboration of this nature, it may also require revisiting certain legislation which poses operational impediments to strengthening collaboration, which forms part of Strategy D.

INSTITUTIONAL STRENGTHENING OF CIABOC AND OENFORCEMENT AGENCIES

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
C.1. RESOURCES AND OPERATIONAL FRAMEWORK OF CIABOC STRENGTHENED				
Objective: To strengthen the independence, effectiveness and operational framework of CIABOC to enable strengthened investigation and prosecution.				
C.1.1.	<p>Obtain approval for Infrastructure and Software Improvement Plan for Investigation Unit of CIABOC to include</p> <ul style="list-style-type: none"> - Surveillance equipment, cameras, CDR analysis equipment, financial transaction analysis equipment and open source analysts (short-term) - Google mapping equipment, CIABOC analysts, case management specialists and surveillance cameras (medium-term) - Surveillance monitoring station, audio comparison tools (long-term) 	<ul style="list-style-type: none"> - CIABOC - Treasury 	Medium-term	<ul style="list-style-type: none"> - Infrastructure requirements compiled - Tender prepared - Contractors hired - Work completed

Timeline - Short – Under 12 months/ Medium – 1 to 3 years/ Long – 3 to 5 years

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
C.1.2.	<p>Obtain approval for Infrastructure Improvement Plan for CIABOC to include</p> <ul style="list-style-type: none"> - Renovation of interim office for CIABOC at alternate location - Renovation and equipment for buildings - IT requirements - Requisite vehicles 	- CIABOC	Medium-term	<ul style="list-style-type: none"> - Infrastructure requirements compiled - Tender prepared - Contractors hired - Work completed
C.1.3.	<p>Upgrade ICT enabled platforms to allow for e-records and case management</p>	<ul style="list-style-type: none"> - CIABOC - Ministry of Telecommunications and Digital Infrastructure - ICTA 	Long-term	<ul style="list-style-type: none"> - Needs identified - Current systems integrated through a new systems design - TOR for software developer drafted - System finalized - Training programmes conducted
C.1.4.	<p>Proposal for introduction and maintenance of I2 tool for asset investigations</p>	- CIABOC	Medium-term	<ul style="list-style-type: none"> - Tender prepared - Work completed
C.1.5.	<p>Establish the Office for the Declarations of Assets, Liabilities, and Interests (Reference D.2.2.)</p>	- CIABOC	Short-term	<ul style="list-style-type: none"> - Unit created - Staff recruited and trained - Online system developed and implemented

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
C.1.6.	Develop a human resources policy for CIABOC	- CIABOC	Short-term	<ul style="list-style-type: none"> - HR department completes review of policies of the Independent Commission Against Corruption – Hong Kong (ICAC), Malaysian Anti-Corruption Commission (MACC) and other anti-corruption agencies - Draft policy (including hire and fire policy) prepared and circulated to stakeholders
C.1.7.	<p>Proposal submitted for the establishment of the following additional units within the CIABOC</p> <ul style="list-style-type: none"> - Internal ethics unit - Human resources unit - Witness victim protection unit - Intelligence unit - Digital forensic investigation unit - Internal investigation unit - Internal disciplinary unit - Research and policy planning unit - Training unit - International unit - Media Unit 	- CIABOC	Short to Long-term	<ul style="list-style-type: none"> - Proposal prepared including TORs, budget and organizational structure
C.1.8.	Establish a volunteer base and network of external forensic staff	- CIABOC	Short-term	<ul style="list-style-type: none"> - Guidelines and criteria for selecting volunteers established - Database operationalised

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
C.1.9.	Prepare recommendations to increase financial transparency and financial independence of CIABOC	- Treasury - Parliament - CIABOC	Short-term	- Budget of projected expenses submitted by CIABOC - Proposal prepared
C.1.10	Establish provincial CIABOC centres to receive complaints	- CIABOC - Treasury	Medium to Long-term	- Budget allocated - Space secured
C.1.11.	Display of CIABOC procedures following receipt of complaint	- CIABOC - Performance Oversight Committee	Short-term	- Existing procedures collected and summarized - Comments and critiques solicited, revisions made and SOPs issued
CIABOC Investigators Capacitated				
C.1.12	Increase investigation staff and appoint specialized investigation staff	- CIABOC	Medium-term	- Budget approved - TORs prepared - Professionals recruited
C.1.13	Developing standardized training curricula to ensure a comprehensive training programme for investigators	- CIABOC with SLIDA	Short-term	- Inputs and examples received from other law enforcement agencies - Curricula adapted to Sri Lankan needs - Curricula completed and implemented
C.1.14.	Conduct training programmes for investigators and specialist investigative staff	- CIABOC with SLIDA - Foreign institutes	Medium-term	- Training program designed - Schedule developed - Funds secured
C.1.15.	Conduct learning exchange programmes and training for investigators	- CIABOC with donor partners - Anti-Corruption Agencies	Medium-term	- UNDP, UNODC, Stolen Asset Recovery Initiative and other donors contacted - Program and financing finalised

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
Investigation Oversight Committee Established				
C.1.16.	Appoint Investigation Oversight Committee to oversee investigations	- CIABOC	Short-term	- TORs developed - Members identified and appointed ensuring inter-agency representations
C.1.17.	Introduce code of conduct and code of ethics for CIABOC investigators	- Corruption Prevention Division, - CIABOC	Short-term	- Draft code compiled and approved
Prosecution Officers Strengthened				
C.1.18.	Propose an increased salary and allowance scheme for CIABOC prosecutors	- Salaries and Cadre Commission - CIABOC	Medium-term	- Proposal for increasing standards and quality of prosecutors developed
C.1.19.	Conduct training programmes for prosecutors	- CIABOC	Medium-term	- Training program developed - Training schedule developed - Funds secured
C.1.20.	Conduct awareness raising workshops on ethics and best practices	- CIABOC - International institutes	Medium-term	- Training program developed - Training schedule developed - Funds secured
C.1.21	Develop prosecution guidelines	- CIABOC - Investigation Oversight Committee	Short-term	- Policy drafted - Draft reviewed by stakeholders - Policy approved and implemented
C.1.22.	Conduct learning exchange programmes and training for prosecutors	- CIABOC with donor partners	Medium-term	- Agreement reached on program and financing

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
C.1.23	Conduct learning and exchange programmes between investigators, prosecutors and prevention officers	- CIABOC with donor partners	Medium-term	- Agreement reached on program and financing
Enhanced Effectiveness of Case Management, Investigations and Prosecutions				
C.1.24.	Review progress of prosecution of cases with the newly gazetted special high courts	- CIABOC	Medium-term	- Statistics on time to deposition and outcomes collected and published
C.1.25.	Develop an investigation manual containing strategy for initiating investigations under the provisions of the 19th Amendment (Chapter XIXA, Article 156A)	- CIABOC - Investigation Oversight Committee	Short-term	- Policy drafted - Draft reviewed by stakeholders - Policy approved and implemented
C.1.26.	Develop a guideline and criteria for selection of cases	- Investigation Oversight Committee	Short-term	- Draft selection criteria prepared - Draft criteria circulated to National Integrity Council - Guidelines prepared and published
C.1.27.	Provide local and foreign training opportunities for judges handling financial and corruption cases	- CIABOC - Judges Institut - Donors - Judicial Service Commission	Short-term	- Schedule of proposed training programmes developed - Final curricula and schedule published

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
C.2. STRENGTHENING LAW ENFORCEMENT AGENCIES⁶ RESPONSIBLE FOR ADDRESSING FINANCIAL CRIMES				
Objective: To strengthen effectiveness of law enforcement agencies to enable strengthened investigation and prosecution in cases of corruption and financial crime				
C.2.1.	Conduct training programmes for investigators and specialist investigative staff	<ul style="list-style-type: none"> - Training institutes - FCID - CID - FIU - NAO 	Medium-term	- Training program to teach investigation and forensic skills designed
C.2.2.	Conduct training on technical and specialist investigation methods for members of parliament	<ul style="list-style-type: none"> - Committee on Public Accounts (COPA) - Committee on Public Enterprises (COPE) 	Medium-term	- Training program to teach investigation and forensic skills designed
C.2.3.	Conduct learning exchange programmes and training for financial and criminal investigation officers	<ul style="list-style-type: none"> - FCID - CID - FIU - NAO - International counterpart agencies - International training institutes 	Medium-term	<ul style="list-style-type: none"> - UNDP, UNODC, STaR and other donors contacted - Agreement reached on program and financing
C.2.4.	Introduce code of conduct and code of ethics for investigators	<ul style="list-style-type: none"> - Corruption Prevention Division, CIABOC - Relevant institutions 	Short-term	- Draft code compiled and approved

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
C.2.5.	Design programme for recruitment of analysts on a secondment basis	- FCID - CID - FIU - NAO	Medium-term	- Programme designed based on best practices - Secondments effected
C.2.6.	Proposal for amending provisions and legal framework to include - Special investigation techniques - Interceptions	- FCID - CID - FIU	Medium-term	- Proposal with recommendations drafted
C.2.7.	Developing ICT enabled platforms for establishing the following: - Investigations unit - Forensic accounting unit - Establishing mini-forensic labs	- CID - ICTA	Medium-term	- Proposal with recommendations drafted
C.2.8.	Recruitment of legal officers	- FCID	Medium-term	- TOR developed and recommendations drafted
C.2.9.	Establish coalition to strengthen collaboration for recovery of stolen assets	- STAR - Inland Revenue - Registrar of Motor Vehicles - Registrar of Lands - Valuation Department - NAO - CIABOC	Short-term	- TOR developed and recommendations drafted

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
C.2.10.	Submit budget for proposed institutional strengthening	- FCID - CID - FIU	Medium-term	- Draft budget submitted for approval
C.2.11.	Strengthening international collaboration and conduct sessions for sharing of best practices related to integrity and standards of investigations	- International partners - FCID - CID - FIU - NAO	Short to Long-term	- Proposal submitted
C.3 STRENGTHEN INTER-AGENCY RELATIONS				
Objective: To strengthen collaboration and information sharing between agencies that are investigating and prosecuting corruption and financial crimes				
C.3.1	Enter into inter-agency agreements to synchronize investigation and prosecutions related to bribery, corruption and financial crimes among all law enforcement agencies	- Cabinet Policy - CID - FCID - FIU - STAR - CIABOC	Medium-term	- Inter-agency group created under cabinet - Directive prepared by inter-agency group -Cabinet approval received
C.3.2	Conduct high-level roundtable discussions for sharing experience and best practices	- Inter-Agency Group - CIABOC	Short to Long-term	- Meeting plan and discussion themes drafted
C.3.3	Develop a proposal for a system for co-ordinated investigations and corroboration of information	- Inter-Agency Group - CIABOC	Short to Long-term	- Global best practices reviewed - Proposal submitted

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
C.3.4	Establish an inter-agency network for Mutual Legal Assistance (MLA)	<ul style="list-style-type: none"> - Ministry of Justice - CIABOC - FCID - CID - Customs 	Short-term	<ul style="list-style-type: none"> - Inter-agency group created under cabinet - Directive prepared by inter-agency group
C.3.5	Prepare a proposal for strengthening the legal, institutional and operational framework for MLA	<ul style="list-style-type: none"> - Ministry of Justice 	Medium-term	<ul style="list-style-type: none"> - Proposal prepared and submitted
C.3.6	Create a coalition of investigators across agencies	<ul style="list-style-type: none"> - CIABOC - Inter-Agency Group 	Short-term	<ul style="list-style-type: none"> - TORs developed - Members engaged





NAILS - perseverance

D – STRATEGY FOUR

LAW AND POLICY REFORMS



LAW AND POLICY REFORMS

A robust and resilient legal and policy regime is indispensable in ensuring a sustainable corruption-free society. It is the fourth strategy of the holistic approach to anti-corruption, providing legitimacy and authority for the other strategies to be implemented successfully. The principal laws governing investigations and prosecutions in relation to bribery and corruption in Sri Lanka have not undergone comprehensive review in over two decades. Neither does the law provide for preventive measures, making it vitally important to reassess the present legal and policy framework. This is also imperative given Sri Lanka's international obligations under UNCAC, OGP, European Union trade concessions, and other regional and bi-lateral obligations calling for strong anti-corruption initiatives including reforming laws.

Strategy D concentrates on strengthening the legal and policy framework relating to bribery, corruption, and financial crimes. The strategy is discussed under the following measures:

1. Amendments to laws coming within the purview of CIABOC

2. Amendments to other laws relating to anti-corruption efforts
3. Policy reforms
4. Compliance with international obligations

While UNCAC provides basic guidance in strengthening these arms of the fight against corruption, inspiration has also been drawn from the challenges in implementation identified in the two UNCAC reviews of Sri Lanka, and experiences from comparative jurisdictions.

Amendments to both the substantive and procedural laws are contemplated. As such, amendments to the Bribery Act No. 11 of 1954 in line with contemporary realities are considered, such as: penalizing bribery of foreign public officials and private sector bribery, providing for conflicts of interest rules and whistle-blower protection.

To further strengthen enforcement efforts, the CIABOC Act and related criminal legislation will also be amended to include measures such as: broadening CIABOC's mandate to include prevention activities, authorize CIABOC to investigate money laundering related

to bribery and corruption and restructuring procedural and evidential laws to streamline the presentation of facts of a case.

The Declaration of Assets and Liabilities Law is important both as an investigative tool and as a preventive tool. Illicit accumulation of wealth is an offence in itself. The declaration of assets assists in identifying unexplained additions of wealth and therefore is a valuable investigative tool. At the same time, the necessity to declare all assets of a person morally compels the person to refrain from amassing wealth through dishonest means, which therefore acts as an effective preventive tool. The proposed law seeks to; expand the categories of persons required to submit asset disclosures, introduce an electronic system of submission, establish a verification procedure, establish a specialized unit to handle submissions and verification, enhance public

Access to promote transparency and proportionate and dissuasive sanctions. A draft bill for comments appears in Annexure 12 and a draft of the form that officials will be required to file is in Annexure 13.

Responsible authorities will also revisit laws governing proceeds of crime, campaign finance laws, and money laundering through a stringent, multi-stakeholder participatory process to ensure a comprehensive legal and policy regime geared towards fighting corruption effectively. The process will also contemplate if parliamentary oversight committees will be required to play an enhanced role in monitoring and overseeing anti-corruption efforts.

LAW AND POLICY REFORMS

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
D. LAW AND POLICY REFORMS				
Objective: To strengthen the legal, institutional and policy framework for combatting bribery and corruption				
D.1 AMENDMENTS TO LAWS WITHIN THE PURVIEW OF CIABOC				
Objective: To strengthen the anti-corruption legal framework to deter perpetrators of corruption				
Amendments to the Bribery Act Introduced				
D.1.1	<p>Amend the Bribery Act No. 11 of 1954, as amended, by including provisions on:</p> <ul style="list-style-type: none"> - Outlawing private sector bribery - Including bribery of foreign public officers or officers of international public organizations - Protecting whistle-blowers, witnesses and victims. - Including corporations and other business entities in the definition of “person” in the Bribery Act - Money laundering as an offence 	<ul style="list-style-type: none"> - CIABOC - Attorney General’s Department - Legal Draftsman’s Department 	Short-term	<ul style="list-style-type: none"> - Memorandum submitted to Cabinet of Ministers justifying amendments - Proposed amendments sent to Legal Draftsman’s Department - Bill to be submitted to parliament - See Handbook on Policy Suggestions For Proposed Legislative Amendments

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
D.1.2	<p>Amend the Commission to Investigate Allegations of Bribery or Corruption Act No. 19 of 1994, by including provisions on</p> <ul style="list-style-type: none"> - Sharing relevant information that has been revealed from investigations of other prosecuting institutions - Encouraging and conspiring for the offence of corruption to be considered as an offence. - Broadening CIABOC's mandate to include prevention activities 	<ul style="list-style-type: none"> - CIABOC - Attorney General's Department - Legal Draftsmen Department 	Short-term	<ul style="list-style-type: none"> - Memorandum submitted to Cabinet of Ministers justifying amendments - Proposed amendments sent to Legal Draftsman's Department - Bill submitted to parliament - See Handbook on Policy Suggestions For Proposed Legislative Amendments
Amendments to the Declaration of Assets and Liabilities Act Finalised				
D.1.3	<p>Amend Declaration of Assets and Liabilities Law and Amendment No. 74 of 1988</p> <ul style="list-style-type: none"> • Establishment of a unit within CIABOC to verify declarations of assets and liability • Public access to asset and liability declarations • Declaration of assets by elected representatives within two weeks after elections • Provision for electronic submission of declarations of assets and liabilities 	<ul style="list-style-type: none"> - CIABOC - Attorney General's Department - Legal Draftsmen Department 	Short-term	<ul style="list-style-type: none"> - Memorandum submitted to Cabinet of Ministers justifying amendments - Proposed amendments sent to Legal Draftsman's Department - Bill submitted to parliament - See Handbook on Policy Suggestions For Proposed Legislative Amendments

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
D 2. AMENDMENTS TO OTHER LAWS RELATING TO BRIBERY AND ANTI-CORRUPTION				
Objective: To strengthen the legal framework governing other crimes relating to corruption				
Amendments to the Commission of Inquiry Act Finalised				
D.2.1	Amend the Commission of Inquiry Act No.17 of 1948, as per the Commissions of Inquiry (Amendment) Bill, pending before the parliament	<ul style="list-style-type: none"> - CIABOC - Legal Draftsman's Department 	Short-term	<ul style="list-style-type: none"> - Bill submitted to Parliament - See Handbook on Policy Suggestions For Proposed Legislative Amendments
Amendments to Election Laws Proposed				
D.2.2	Amend Election laws	<ul style="list-style-type: none"> - Election Commission - Attorney General's Department - Legal Draftsman's Department 	Short-term	<ul style="list-style-type: none"> - Review committee established - Commission analysis completed - Stakeholder comments requested - Proposed revisions presented - Memorandum submitted to Cabinet of Ministers justifying amendments - Proposed amendments sent to Legal Draftsman's Office - Draft bill/ draft amendments submitted to Parliament

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
D.2.3.	Enactment of laws to regulate election campaign financing and political party financing	<ul style="list-style-type: none"> - Election Commission - Attorney General's Department - Legal Draftsman's Department - CIABOC 	Medium-term	<ul style="list-style-type: none"> - Review committee established - Commission analysis completed - Stakeholder comments solicited - Proposed revisions presented - Memorandum submitted to Cabinet of Ministers justifying amendments - Proposed amendments sent to Legal Draftsman's Office - Draft bill/ draft amendments submitted to parliament
Proceed of Crime Act Proposed				
D.2.4.	Enactment of the Proceeds of Crime Act to consolidate and enact composite legislation in line with global best practices.	<ul style="list-style-type: none"> - STAR - Attorney General's Department - Legal Draftsman's Department - CIABOC 	Short-term	<ul style="list-style-type: none"> - Final comments from stakeholders received - Cabinet paper forwarded - The draft statute prepared - The bill gazetted - The bill presented to parliament - Passing of the bill in parliament initiated

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
D.2.5.	<p>Review of other corruption-related laws</p> <p>Review other corruption-related laws in consultation with relevant stakeholders including CSOs</p> <p>(Money Laundering Act and Whistleblower Protection Act have been identified)</p>	- CIABOC	Medium-term	<ul style="list-style-type: none"> - Review committee established - Commission analysis completed - Stakeholder comments solicited - Proposed revisions presented - Memorandum submitted to Cabinet of Ministers justifying amendments - Proposed amendments sent to Legal Draftsman's Office - Bill submitted to parliament
D.3. POLICY REFORMS				
Objective: To strengthen the anti-corruption policy framework to deter perpetrators of corruption				
D.3.1	Enhance oversight of public agencies' finances by reviewing the effective implementation of the National Audit Act	<ul style="list-style-type: none"> - Auditor General - CIABOC 	Medium-term	<ul style="list-style-type: none"> - Commission analysis completed - Stakeholder review of report undertaken
D.3.2	Review other corruption-related laws in consultation with relevant stakeholders including CSOs	<ul style="list-style-type: none"> - CIABOC - Attorney General's Department - Legal Draftsman's Department 	Medium-term	<ul style="list-style-type: none"> - Review committee established - Review initiated by committee - Stakeholder comments solicited - Proposed revisions presented - Memorandum submitted to Cabinet of Ministers justifying amendments - Proposed amendments sent to Legal Draftsman's Office - Bill submitted to parliament

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
D.4. INTERNATIONAL OBLIGATIONS				
Objective: To ensure that the government of Sri Lanka optimally complies with international obligations on anti-corruption				
D.4.1.	Review of commitments under UNCAC and implementation gaps	- CIABOC - UNODC	Short to Long-term	- Gap analysis of UNCAC obligations conducted
D.4.2	Periodical review of anti-corruption legislation in line with international obligations (OGP, SDGs, EU Obligations and Jakarta Principles)	- CIABOC - OGP - Secretariat - UNODC	Medium-term	- Analysis of Sri Lankan laws completed and compliance report published.
D.4.3	Conduct review session to give effect to Colombo Commentary recommendations	- CIABOC - Participating partners	Short-term	- Review session planned and conducted
D.4.4	Building partnerships with regional and international organizations and anti-corruption agencies	- CIABOC - Regional anti-corruption agencies - Counterpart organizations in Hong Kong, Malaysia, Bhutan and Singapore	Short to Long-term	- Sessions planned - Regular consultations and exchange programmes held - Resources mobilized
D.4.5	Conduct sessions for sharing experience and best practices related to anti-corruption and prevention with civil society	- CIABOC - Transparency International Sri Lanka	Medium-term	- Sessions planned - Resources mobilized



EYES - watchfulness

E - MONITORING AND EVALUATION

MONITORING AND EVALUATION

The monitoring and evaluation strategy is the mortar that holds together the edifice supported by the four strategic pillars. The utility of the NAP would diminish if the public does not witness nor is kept informed of progress. Thus, the plan includes a rigorous and periodic monitoring and evaluation mechanism. The 2013 Kuala Lumpur Statement on Anti-Corruption Strategies highlights that in order to implement sustainable anti-corruption strategies, the strategies must be institutionalized to ensure effective implementation, continued relevance and timely modifications. The implementation of strategies at national and sub-national levels by identifying responsibilities and timelines for implementation with a focus on key performance indicators, have been recognized as pivotal in the design and content of this Action Plan. Given that a carefully devised monitoring and evaluation framework is imperative to gauge the success of the plan, Strategy E of the plan focuses exclusively on this aspect.

Key objectives of the Monitoring and Evaluation Plan

This framework is to be used to monitor the progress of actions, to evaluate outcomes, and to reassess

interventions based on such evaluations. It is an essential tool which provides responsible agencies and policy makers information to arrive at objective conclusions on the way-forward. The key objectives and therein focus areas of this strategy are:

- To monitor whether the actions contained in the NAP have been implemented within the stipulated timelines and whether the key performance indicators have been achieved
- To ensure periodical oversight of the institutional Action Plans for the prevention of corruption
- To evaluate progress of strategies and to evaluate whether the implementation of the actions have had the envisaged impact on reducing corruption
- To reassess actions based on the evaluations and decide on the necessity to reallocate resources for strengthened implementation.

The following measures have been incorporated into strategy E of the Action Plan:

1. Establish requisite mechanism for implementation and monitoring
2. Periodic oversight of institutional Action Plans
3. Periodic assessment of the implementation of the NAP
4. Capacity building for monitoring and evaluation
5. Reward role models and organizations

THE REQUISITE MECHANISM FOR MONITORING AND EVALUATION

A clear understanding of the monitoring mechanism is essential to ensure that the NAP is properly implemented across institutions. Within this Plan, different bodies and institutions have distinct and complementary responsibilities for oversight, monitoring and reporting on implementation.

The President, Prime Minister and Cabinet of Ministers have the ultimate responsibility to ensure that the NAP is implemented with efficacy and that strategies have the envisaged impact. The commitment of the cabinet is necessary to ensure that government institutions receive adequate resources for implementation.

The National Integrity Council, which will comprise of a panel of independent experts with multiple stakeholder representation, will be appointed by the President. One member of the council will be ex-officio from the CIABOC Prevention Division. The National Integrity Council will be the authority entrusted with the responsibility for monitoring and evaluation of

the NAP, both in its entirety and of its components. As such, the council will be responsible therein for reporting periodically to the Presidential Secretariat.

The key responsibilities of the National Integrity Council include

- To conduct a periodic overall review of the implementation of the plan
- To review the reports of relevant institutions every half-yearly and report to the Cabinet.
- To make observations, suggestions, and recommendations to relevant institutions based on the review
- To review the on-going progress of the NAP by making observations, recommendations and suggestions to the relevant institutions.
- To review and adjust, where necessary, key performance indicators within the NAP
- To monitor the budgetary agencies on the implementation of NAP and recommend changes and additional resource allocations

The line Ministries responsible for subjects such as local government, planning, education, finance, public administration is responsible for ensuring that the strategies contained within the NAP including consequential policies and programmes are effectively carried out.

Heads of all public-sector institutions, have the responsibility to implement measures contained within the NAP to develop of institutional Action Plans and

to appoint of corruption Prevention Committees and integrity officers and report on its implementation. The progress of the institutional Action Plans will then be reported via the relevant line ministries to the National Integrity Council. Corruption prevention committees will be responsible for the implementation of the relevant components of the NAP and the institutional Action Plan.

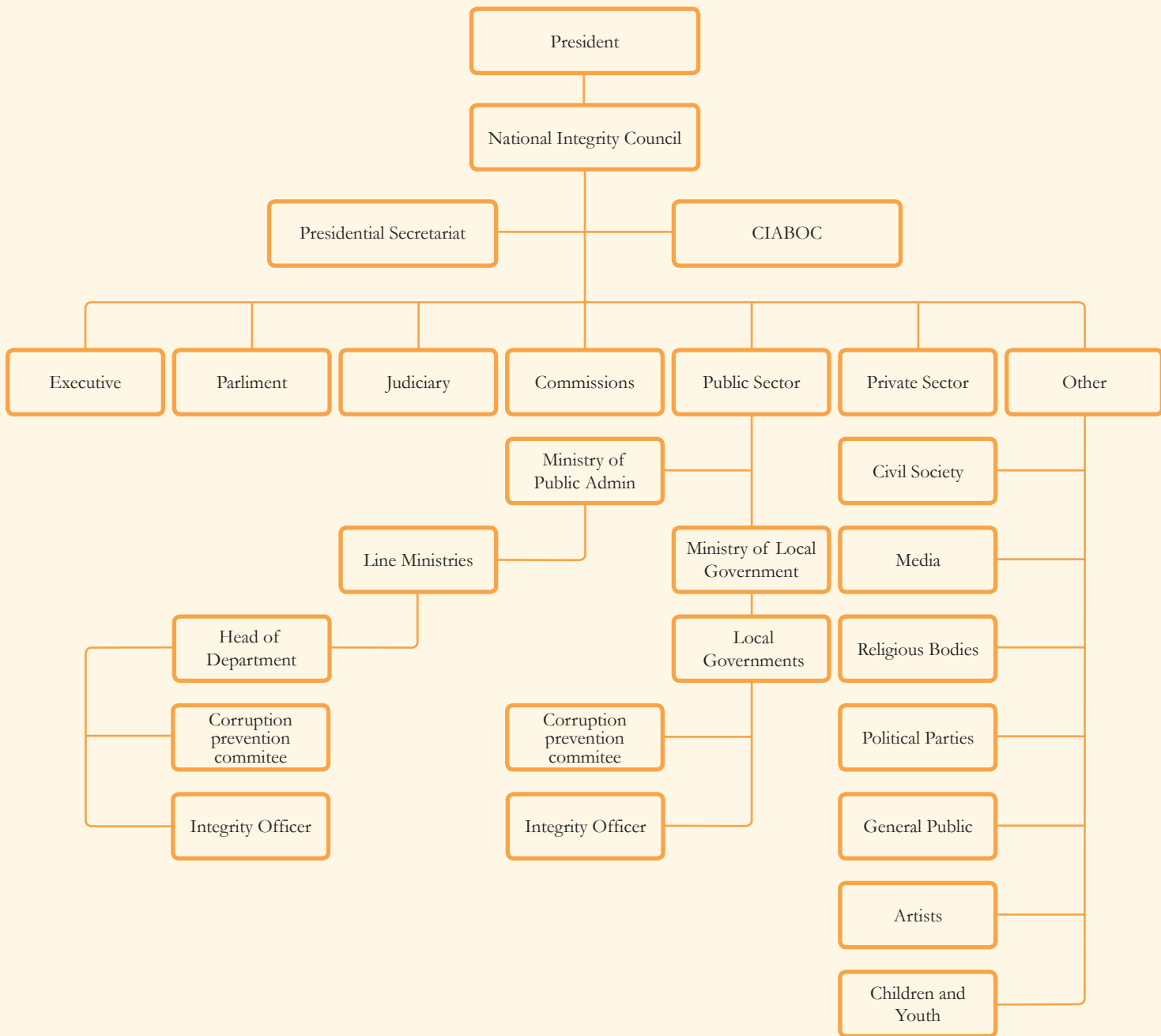
The Commission to Investigate Allegations of Bribery or Corruption (CIABOC) will have an integral role in facilitating, capacity building, providing technical guidance and coordinating various components of the NAP. Given its position as Sri Lanka's premier anti-corruption agency and the role played in the design and compilation of the NAP, CIABOC has a core role in the implementation of the NAP.

Periodic oversight of institutional Action Plans will be carried out by the corruption prevention committees of each institution as well as the National Integrity Council while the periodic assessments of the NAP will be carried out by the National Integrity Council in consultation with CIABOC.

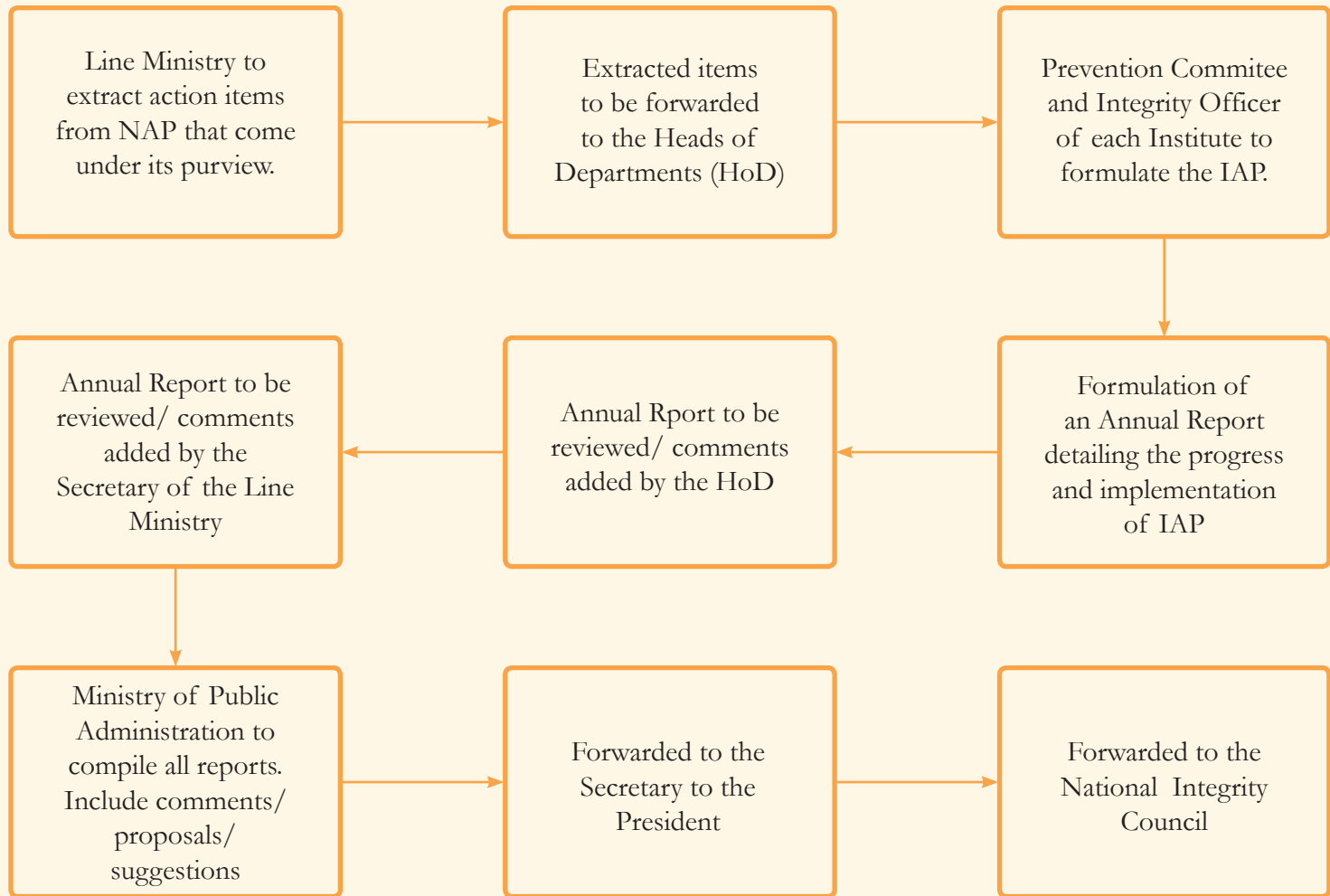
As scientifically proven, in recognition of the correlation between successful progress and motivation, the NAP introduces a system of rewards to encourage enhanced performance in keeping with the spirit of the plan. The rewards system is expected to act as a psychological stimulant to all those engaged in the greater scheme of the anti-corruption strategy in order to make it a success.

In summary, institutional corruption prevention committees together with integrity officers are accountable

to the heads of institutions who in turn report to the Ministry of Public Administration through their relevant line ministries. The Ministry of Public Administration is accountable to the National Integrity Council with the technical support of CIABOC. The National Integrity Council will report to the Cabinet of Ministers and president through the presidential secretariat. This is outlined in the following chart (please enter chart number).



LINE OF AUTHORITY IN MONITORING AND EVALUATION



(Note that the Ministry of Provincial Councils and Local Governments will replace the Ministry of Public Administration when necessary)

LAW AND POLICY REFORMS

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
E.	EFFECTIVE IMPLEMENTATION AND MONITORING OF THE NATIONAL ACTION PLAN			
	Objective – To ensure co-ordinated and effective implementation of the NAP and of institutional Action Plans			
	E.1. Establish requisite structure for implementation and monitoring			
	Objective: To ensure the requisite mechanism ((National Integrity Council) is in place for effective monitoring and evaluation			
	PANEL OF EXPERTS ON NATIONAL ACTION PLAN IMPLEMENTATION ESTABLISHED			
E.1.1	National Integrity Council to be appointed by the President to provide guidance for implementation, monitoring and evaluation of the NAP and the corresponding National Integrity Plan	- President in consultation with Cabinet of Ministers	Short to long-term	- TORs developed - Members appointed including ex-officio member of the prevention division of CIABOC within three months of the NAP being finalized - (This panel of experts will be known as the National Integrity Council)
E.1.2	Review the on-going progress of the NAP by making observations, recommendations and suggestions to relevant bodies.	- CIABOC - National Integrity Council - Presidential Secretariat	Long-term	- Review process finalized
E.1.3	Implementation indicators approved	- National Integrity Council	Short-term	- Indicators proposed in the Programme of Implementation of the National Action Plan

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
E.2. PERIODICAL OVERSIGHT OF INSTITUTIONAL ACTION PLANS				
Objectives: To ensure the continuous and periodic monitoring of the institutional Action Plans for the prevention of corruption				
E.2.1.	Integrity officers identify progress indicators and impact indicators for institutional Action Plans	- Corruption Prevention Committees of each institute.	Short-term	- Indicators published
E.2.2.	Indicators approved by National Integrity Council	- National Integrity Council	Short-term	- Approvals issued
E.2.3.	Baseline data on each impact indicator collected	- Corruption Prevention Committees	Short to Long-term	- Baseline data published
ANNUAL PROGRESS OF INSTITUTIONAL ACTION PLANS				
E.2.4.	Review annual progress of institutional Action Plans	- National Integrity Council	Short to Long-term	- Format for implementation report developed - Review to assess delays and recommend measures to overcome, completed (This information is included in the annual report) - Report submitted to cabinet
E.2.5.	Consultative sessions with institutions flagged for delays or non-compliance	- National Integrity Council	Short to Long-term	- Sessions completed and information included in annual report - Report submitted to Cabinet
E.2.6.	Second and subsequent annual reports show changes in each indicator with evaluation	- National Integrity Council	Medium-term	- Reports contain required data and analysis
E.3 PERIODIC ASSESSMENT OF IMPLEMENTATION OF NAP				
Objective: To ensure the continuous monitoring and periodic evaluation/assessment of the implementation and impact of the NAP				
E.3.1.	Implementation indicators approved	- National Integrity Council	Short-term	- Indicators proposed in the Programme of Implementation of the NAP

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
E.3.2.	Baseline data on each indicator collected	- National Integrity Council in coordination with CIABOC	Short to Long-term	- Baseline data published
E.3.3.	Design an independent assessment mechanism of the public perception towards the implementation of the NAP	- National Integrity Council in coordination with CIABOC	Short to Long-term	- TORs designed - Mechanism reviewed, approved and implemented - Report integrated to the annual assessment process
E.3.4.	A mechanism for regular consultations with civil society, sector representatives and regional representatives to obtain feedback on NAP	- National Integrity Council in coordination with CIABOC	Short to Long-term	- TORs designed - Consultation mechanism/plan reviewed, approved and implemented - Report integrated to the Annual Assessment process
ANNUAL PROGRESS OF NAP				
E.3.5.	Annual assessment of implementation of NAP	- National Integrity Council	Short to Long-term	- Draft report issued - Comments from institutions and civil society received - Report submitted to cabinet and president with recommended changes as necessary
E.3.6	Consultative sessions with implementing agencies flagged for delays in implementations	- National Integrity Council in coordination with CIABOC	Short to Long-term	- Revisions to be proposed
E.3.7.	Hold regular briefings for media on the progress of the NAP	- National Integrity Council in coordination with CIABOC	Short-term	- List of journalists reporting corruption issues compiled - Regular press briefings conducted.

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
E.3.8.	Integrity Officer conducting training programs for the respective Heads of Departments and the members of the Prevention Committees	<ul style="list-style-type: none"> - SLIDA - CIABOC - Ministry of Public Administration - Ministry of Local Government - Relevant stakeholders 	Short-term	<ul style="list-style-type: none"> - Circulars prepared - Preparation and implementation of training manuals
E.3.9.	Training sessions for members of the National Integrity Council	<ul style="list-style-type: none"> - Presidential Secretariat 	Short-term	<ul style="list-style-type: none"> - Circulars prepared - Preparation and implementation of training manuals
E.4 CAPACITY BUILDING FOR MONITORING AND EVALUATION				
Objective: To strengthen capacities necessary for monitoring and evaluation.				
E.4.1.	Conducting training programs for National Integrity Council members	<ul style="list-style-type: none"> - Presidential Secretariat - CIABOC - Relevant parties 	Short-term	<ul style="list-style-type: none"> - Curriculum developed - Training plan prepared and implemented
E.4.2	Conduct training programs for integrity officers from each institution, members of Implementing Council and CIABOC officers, on monitoring and evaluation	<ul style="list-style-type: none"> - SLIDA - CIABOC with development partners - National Integrity Council 	Short-term	<ul style="list-style-type: none"> - Curriculum developed - Training plan prepared and implemented
E.4.3	Provision of the necessary financial support for the implementation of the NAP for the corresponding institutions	<ul style="list-style-type: none"> - Ministry of Planning - Ministry of Finance - CIABOC - National Integrity Council 	Short-term	<ul style="list-style-type: none"> - Directive and guidance to be directed to respective line ministry

No.	Action	Responsible Agency	Timeline	Key Performance Indicator/s
E.5. REWARD ROLE MODELS AND ORGANIZATIONS				
Objective: To encourage best practices and incentivize individuals/ organizations to perform their duties with integrity and accountability				
E.5.1.	Design Annual Integrity Indexing of government institutions	- Ministry of Public Administration and Management - National integrity council	Medium-term	- System designed based on global best practices - Circular issued
E.5.2.	Design an Annual Integrity Awards to recognize public officials and government institutions	- Ministry of Public Administration - Ministry of Provincial Councils and Local Government - Ministry of Plan Implementation	Short-term	- System designed based on global best practices - Circular issued
E.5.3.	Recognize teachers with high ethical standards as role models	- Ministry of Education	Short to long-term	- Guidelines to identify and recognize teachers issued
E.5.4.	Recognize investigative journalists who promote the ideas of anti-corruption in their work	- Ministry of Mass Media	Short to long-term	- Guidelines to identify and recognize journalists issued
E.5.5	A business ethic rating system in recognition of integrity of private sector companies	- CIABOC with Chambers and EFC	Medium-term	- System designed - System approved and implemented
E.5.6.	Recognition of investigation officers involved in complex or dangerous cases	- CIABOC - Ministry of Public Administration and Management	Short to long-term	- MOU between Ministry and CIABOC signed. MoU and guidelines issued
E.5.7.	Recognize school children from integrity clubs who have demonstrated high ethical standards as role models	- Ministry of Education	Short to long-term	- Guidelines to identify and recognize students issued.

ACKNOWLEDGEMENT

It has been a long standing practice of human civilization to pay our gratitude to the flora and fauna that surrounds us, the air we breathe and the land we stand upon. We were adept in extending our appreciation to the mother who cooked us delicious meals, to the father, the husband and the wife. The same goes to the workman who toiled over our cultivations.

Those figures who revolutionised the world such as Sir Isaac Newton and Albert Einstein, never forgot to extend their deep gratitude to their predecessors as well as their contemporaries. This is because they strongly believed in the contribution of others to their own success.

Most religious leaders preach how those who present from the heart, receive in return, something ten times greater. Therefore gratitude, the giving of something without expecting anything in return, would be the utmost fulfilment. Even the premise of Newton's third law: Every action has an equal reaction, could have been the appreciation of gratitude.

We are eternally grateful to our fathers even though they do not expect anything in return for their hard

labour. While our mothers expect nothing in return for turning their own blood to milk to feed us, we will never cease to pay our respect to them. The same can be said of our teachers, to whom we pay our gratitude despite the position we hold in society.

It is the respectfulness inculcated in the young which allowed countries reduced to smithereens to rise above all other nations and achieve greatness today. Paying one's gratitude even to the most trivial thing one receives, is a reflection of respectfulness. It wouldn't cost a thing. Paying gratitude brings us enormous happiness. Even the receiver would feel the same. This is like a breath of fresh air for both involved.

This document has been long overdue for the public sector of the country. The main driving force behind the compilation of experiences and lessons learnt within the public sector into this one document, its contributors from the highest position in the country to the grass root level. Whether they expect gratitude or not, it is our duty to appreciate their contributions. We cannot possibly estimate the value of the time they spent. All we are capable of is to acknowledge their contribution to the transformation

of our nation. As such, on behalf of our mother nation, we take this opportunity to extend our heartiest gratitude to the following individuals and institutions.

- The interest, support and commitment of Mr. Kamal Padmasiri and Mr. Udaya Seneviratne Secretary to the President and his staff guided us through the formulation process. The process initiated by former secretary Mr. Austin Fernando former Secretary to the President on 18th January 2018, by bringing together secretaries of ministries, civil societies, media and other stakeholders, has been continued by the present secretary.
- The Attorney General extended his fullest support to this endeavor by providing us with the necessary resource personnel who were experienced in the fields of laws and policy reform. Moreover, he joined the delegation representing Sri Lanka in the tour of Bhutan, where experiences of the foreign legal systems provided additional insight to the Plan.
- The process of preparing the National Action Plan would not have been possible without the unwavering support of the Ministry of Public Administration and Management provided in conducting of regional consultations, in providing technical input as a key implementing agency through the entirety of the process. The Secretary to the Mr. J. J. Rathnasiri Ministry of Public Administration and Mr. Padmasiri Jayamanna former secretary to the Ministry, must be appreciated. It is through the efforts of the Ministry, that thousands of Officials of the public service, provincial and local government officials and regional civil society representatives

were able to provide input for the compilation of the NAP. Additionally, their contribution towards the successful compilation of the Integrity Handbook, Conflict of Interest Handbook and the Gift Rules cannot be forgotten.

- Mr. Kamal Padmasiri Secretary to the Ministry of Provincial Councils and Local Governments as well as the Ministry of Finance, Ministries including the Foreign Ministry, departments, and board members together with the Government Treasury is much appreciated.
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- The Action Plan has been formulated under the guidance and support of the Executive Committee and the Working Group of Experts, whose substantive inputs are an integral and pivotal part of the process. We thank every member of these Committees for unconditionally offering their time and expertise.

- The contribution from officials, experts, and representatives and all the participants from different sectors at the consultative workshops is much appreciated and valued. Representatives of the public sector, private sector, civil society, media, professional associations, international organizations, artist, parliamentarians and independent commissions, gave uninhibitedly of their time and ideas.
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- Our appreciation goes out to those experts who participated in the Global Expert Group Meeting on Anti-corruption, held in Colombo. The meeting brought together over 40 experts from 30 countries to develop the Colombo Commentary on the Jakarta Principles for Anti-Corruption Agencies.
- We extend our gratitude towards START for its numerous contributions
- We would like to thank International Consultant, Richard E. Messick contributions with the experiences of other jurisdictions.
- We would like to acknowledge the contribution of all parties during the various stages of this process
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- We would like to thank the technical officers, translators, editors, layout designers as well as those parties who supported us to complete the NAP and its handbooks successfully

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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.

The crow roams places unknown to many. He sits on a pedestal, eyeing the dirt scattered beneath him. In a society with a stream of pure water and a littered drain, it is with the latter, the crow falls in love with.

Kinnaras are found in places we know not of. Their mystique makes them so rare that one would claim they do not exist. Between a stream and a drain, *kinnaras* would choose the purity of the stream.

The crow, in reality and the *Kinnaras* in fiction are both present in society. The way of *Kinnaras* must take lead, dispelling the darkness brought forth by crows.

We seek a day where the mellifluous song of the *Kinnara's* flute would repel the crows. Just as the virtue of *Channa Kinnari* awakened *Sakra*, society must become virtuous to awaken themselves with integrity.

This endeavour is for such awakening.

CIABOC



அருள் மை் தூதர் லேடகா பீ஠ர்஠கா கை஠ீ஠ன் ஈகா஠
இலஞ்சம் அல்லது ஊழல் பற்றிய சார்த்துதல்களை புலனாய்வு செய்வதற்கான ஆணைக்குழு
COMMISSION TO INVESTIGATE ALLEGATIONS OF BRIBERY OR CORRUPTION

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