



PROGRESS REPORT ON ANTI-CORRUPTION MEASURES

**Implementation Progress
as at End-June 2025**

**Sri Lanka Customs
Excise Department of Sri Lanka
Inland Revenue Department**



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Sri Lanka Customs

Sri Lanka Customs has undertaken key anti-corruption measures in line with the International Monetary Fund (IMF) reform agenda, with a strong focus on digitization and automation. The following provides an overview of the progress achieved as of 31 December 2024, progress made during the first quarter of 2025, and the activities scheduled for completion.

1. Risk Management Initiatives

A. Progress up to December 31, 2024

The Risk Management Directorate (RMD) of Sri Lanka Customs has undertaken a series of strategic initiatives to strengthen anti-corruption efforts and advance digitization and automation within the department. Among the most significant developments is the ongoing implementation of an Automated Risk Management System (ARMS), a transformative project aimed at modernizing risk management functions, enhancing transparency, and minimizing discretionary interventions that may lead to corrupt practices.

ARMS focuses on the development of a Data Analytics Platform and a Web Service. A competitive procurement process was launched in September 2024 for the development of ARMS following government procurement procedures, and Creative Web Technologies (Pvt) Ltd was selected as the most suitable vendor.

B. Progress in Quarter 1, 2025

i. Automated Risk Management System

Development of the Automated Risk Management System (ARMS) began following the contract signing on February 7, 2025, with the selected vendor. The ARMS has two components as follows:

a. Data Analytics Platform

The Data Analytics Platform aims to integrate all key databases utilized within Sri Lanka Customs into a unified system, thereby enabling:

- Advanced risk profiling and predictive analysis
- Real-time performance monitoring through dynamic dashboards
- Data-driven decision-making processes across customs operations

The scope document for the Data Analytics Platform was submitted by the selected developer and approved by the Technical Evaluation Committee. The development process is currently in progress.

b. Customs Document Notification System (CDNS)

The CDNS is a web service designed to enhance real-time communication between Sri Lanka Customs and its stakeholders, including importers, exporters, and licensed declarants.

Key features include:

- Transparent notification of customs clearance stages
- Early alerts for document discrepancies or risks identified
- Improved stakeholder trust through automated, auditable interactions

At this stage, the development of the CDNS is complete. User Acceptance Testing (UAT) is ongoing with internal users and external stakeholders, and testing with importers, exporters, and customs brokers is also in progress.

The CDNS incorporates a built-in payment gateway designed to collect a subscription fee from users. This model not only contributes to sustainability but also generates non-tax revenue for the government.

ii. Robust Risk Assessment

Approximately 15% of import containers are subject to intrusive examination by Customs. This percentage reflects the application of risk management principles to balance enforcement requirements with the need to facilitate legitimate trade. However, on average, another 20% of import containers are being referred to Other Government Agencies (OGAs) due to their regulatory requirements.

C. Progress in Quarter 2, 2025

i. Automated Risk Management System

The development of an Automated Risk Management System for Sri Lanka Customs can be observed as a transformative project aimed at modernizing risk management functions and improving transparency. By the end of the second quarter of this year, Sri Lanka Customs had made significant progress in developing the Data Analytics Platform and the Customs Document Notification System.

a. Data Analytics Platform

The development of the Data Analytics Platform was still in progress by the end of June 2025. Meanwhile, the developer assured that an update to the

User Interface (UI) of the Data Analytics Tool (DAT) would be provided by July 2025.

b. Customs Document Notification System (CDNS)

By the end of June 2025, User Acceptance Testing (UAT) was underway for the developed CDNS. A request to gazette the subscription fees of the CDNS and its payment gateway had been forwarded to the Ministry of Finance.

ii. **Robust Risk Assessment**

As part of the existing automated cargo clearance process, Sri Lanka Customs has consistently managed and monitored the percentage of containers referred to Customs examination yards. Based on selectivity data available at the end of June 2025, this percentage was maintained at 40.3% of the total number of containers processed.

It is important to note that a significant portion of these referrals, specifically 23.3% of the total containers was due to regulatory requirements enforced by Other Government Agencies (OGAs). These referrals are mandated to ensure compliance with various non-Customs regulations, standards, and protocols established by such agencies.

Consequently, the percentage of containers referred for intrusive examination directly by Customs is comparatively low. According to the data, only 17.0% of the total containers were selected for this type of detailed examination by Customs authorities. This reflects the efficiency and precision of the selectivity process employed by the Risk Management Directorate, ensuring that Customs examinations are targeted and limited to cases that genuinely require their attention.

D. Activities to be Implemented in Quarter 3, 2025

Automated Risk Management System

a. Data Analytics Platform

Completion of Data Analytics Tool: 70%

b. Customs Document Notification System (CDNS)

Launch Customs Document Notification System

2. Internal Affairs Unit (IAU)

A. Progress up to December 31, 2024

i. Establishment of Internal Affairs Unit

In line with the recommendations of the International Monetary Fund (IMF) and as part of ongoing efforts to enhance integrity, transparency, and internal oversight within Sri Lanka Customs, the Internal Affairs Unit was formally established. The ceremonial opening of the Unit was held on August 8, 2024, and was officiated by the Deputy Minister of Finance.

ii. Issuance of a DOPL (1647)

A Departmental Order and Procedure Letter (DOPL) was issued by the Director General of Customs on February 2, 2024, regarding the establishment of the Internal Affairs Unit within Sri Lanka Customs. The DOPL includes provisions on the establishment of the Unit, its background, objectives, responsibilities, legal and operational scope, composition, operational procedures, reporting mechanisms, and the appointment of the IAU Committee.

iii. Allocation of Staff

The Internal Affairs Unit was allocated 1 permanent Senior Deputy Director of Customs, 5 other officers, and 2 supporting staff members.

iv. Allocation of Office Space and Infrastructure Improvement

A well-maintained office with adequate space for operational activities has been established on the ground floor of the Sri Lanka Customs Headquarters, providing easy access to all relevant parties.

B. Progress in Quarter 1, 2025

i. Allocation of Permanent Staff

The IAU comprises 9 members and is headed by a Senior Deputy Director of Customs.

ii. Drafting Code of Ethics & Conduct

The draft Code of Ethics and Conduct was submitted to the Attorney General's Department via the Legal Affairs Directorate and is currently under legal review.

iii. Conduct Awareness Programs for Officers

Awareness sessions for targeted officers were conducted by allocating time slots within existing training programs.

iv. Action Plan

The action plan for the fiscal year 2024-2025 has been prepared and finalized. Proposed actions are currently being implemented.

C. Progress in Quarter 2, 2025

i. Drafting Standard Operating Procedures

The draft Standard Operating Procedure (SOP) has been prepared and sent to the Policy Planning and Research Division for review and any necessary revisions before implementation.

ii. Attending Training Sessions/ Workshops

Training modules have already been incorporated into the induction programs for new recruits, Appraisers, Preventive Officers, Customs House Agents, and workshops. These modules will be updated and further developed as necessary.

iii. Corruption Risk Assessment (CRA)

Initiated the development of a Corruption Risk Assessment (CRA) for the Department with the assistance of UNDP.

D. Activities to be Implemented in Quarter 3, 2025

i. Code of Ethics and Conduct

Implementation will be carried out once the AG's concurrence is received.

ii. Drafting Standard Operating Procedures

The publication is scheduled for the end of October 2025.

iii. Development of Corruption Risk Assessment

The CRA is being formulated under the guidance of the Presidential Secretariat and based on the key elements of the CRA previously developed with the assistance of UNDP.

iv. Development of the Institutional Integrity Action Plan based on the CRA and its implementation

3. Digitization and Automation

A. Progress in Quarter 1, 2025

Establishment of the Digitalization Cluster

As part of a major structural reform, Sri Lanka Customs has formally established a dedicated Digitalization Cluster to lead its digital transformation agenda. This specialized unit is tasked with driving the modernization of Customs operations through technology, with core responsibilities including:

- Leading the implementation of automation and fully electronic processing of Customs procedures
- Facilitating seamless integration with risk management systems to enhance decision-making
- Coordinating with external stakeholders to enable broader data exchange and system interoperability
- Tracking performance indicators and ensuring compliance with digital governance standards

The Digitalization Cluster serves as a central force in embedding efficiency, transparency, and integrity across Customs processes, paving the way for a smarter and more responsive trade environment.

B. Progress in Quarter 2, 2025

i. Paperless Document Processing

Paperless Pilot Phase 1 commenced on 25 August 2025, with the participation of three AEO companies and one declarant. The pilot introduces digitally signed documents to eliminate physical submissions, ensuring both authenticity and legal validity.

Key benefits observed:

- Reduced face-to-face interactions between traders and Customs officers
- Enhanced transparency in the clearance process with end-to-end traceability
- Improved deterrence of document tampering and unofficial interventions

ii. CUSDEC Tracking System & Vehicle Verification Portal

The introduction of a CUSDEC Tracking System for real-time monitoring of Customs declaration status has been completed. Additionally, a Vehicle Verification Portal has been launched to facilitate the verification of properly cleared vehicles.

C. Activities to be implemented in Quarter 3, 2025

i. Paperless Document Processing – Pilot Phase 2

Scheduled to commence in mid-October 2025, with expanded participation from ten AEO companies and two declarants. The focus will be on testing scalability, system performance, and wider stakeholder engagement.

ii. Digitalization of Export Procedure (Boat Note/ CDN)

Trade request: Stakeholders have requested the digitalization of specific tasks to facilitate the implementation of the new SVAT policy introduced by the Government.

Key developments:

- Modification of the Cargo Dispatch Note (CDN) e-document.
- Introduction of a new operation at CFS Warehouses.
- Enhancements to the existing e-release order message sent to Terminals, including receiving loading confirmations from terminals.

Expected advantages:

- Full alignment of export processing with SVAT policy requirements.
- Improved coordination and data exchange between Customs, Terminals, and CFS Warehouses.
- Reduced manual interventions, enhancing accuracy and efficiency.
- Faster processing of export consignments, reducing costs and delays for traders.

- Enhanced transparency and risk management through automated release functions.

iii. Customs Ordinance Amendment (Section 47)

An amendment to Section 47 of the Customs Ordinance has been proposed. Once enacted, it will support pre-arrival processing, enabling fully electronic clearance procedures via the ASYHUB platform, further streamlining import processing and enhancing efficiency.

Excise Department of Sri Lanka

1. Collaboration with the Commission to Investigate Allegations of Bribery or Corruption (CIABOC)

The Sri Lanka Excise Department has undertaken a series of coordinated initiatives in collaboration with the Commission to Investigate Allegations of Bribery or Corruption (CIABOC) to prevent, detect, and respond to corruption risks within the institution.

A. Progress in Quarter 1, 2025

i. Appointment of Integrity Officers

The following Integrity Officer was officially appointed in 2025. Their role is to monitor and promote ethical practices within the Department, support the execution of anti-corruption initiatives, and act as liaison personnel with CIABOC on integrity-related matters.

Mr. Tissa Kumara Rajapaksha – Deputy Commissioner of Excise (Law Enforcement)

ii. Implementation of Awareness and Prevention Programs

In an effort to strengthen institutional integrity and cultivate a culture of accountability, the Department conducted the following anti-bribery and anti-corruption training programs during 2024 and the first quarter of 2025.

- Conducting awareness programs regarding the RTI Act for departmental employees
- Raising awareness among the Excise Commissioners of Excise Stations and Excise Superintendents
- Instructions on the new Anti-Bribery and Corruption Act and its legal provisions, as well as guidance on conducting preliminary investigations and preparing charge sheets, were included in the induction training program designed for newly recruited Excise Inspectors.
- Instructions on the new Anti-Bribery and Corruption Act and its legal provisions were included into the induction training program designed for newly recruited Excise Guards.

iii. Participation in CIABOC Workshops

Representatives from the Department actively participated in several strategic workshops organized by CIABOC in the first quarter of 2025, which focused on national and institutional integrity mechanisms.

- Workshop to draft the National Anti-Corruption Plan - to contribute towards Sri Lanka's national-level integrity framework
- Workshop on the Training of Trainers (ToT) model- to equip selected departmental officers to train others internally
- Workshop on inter-agency information exchange- to foster collaboration and transparency between government institutions
- Workshop on establishing internal integrity mechanisms - to guide departments in developing tailored internal controls and checks.

B. Progress in Quarter 2, 2025

Awareness and Prevention Programs

The following program was conducted in the second quarter of 2025:

- Training program at the Excise Training College for Excise Superintendents regarding the new Anti-Bribery and Corruption Act and its legal provisions, as well as conducting preliminary investigations and preparing charge sheets.

C. Activities to be Implemented in Quarter 3, 2025

Awareness and Prevention Programs

The following awareness and prevention programs are to be conducted in the third quarter of 2025:

- Issuing a circular to inform all departmental staff
- Instructions on the new Anti-Bribery and Corruption Act and its legal provisions are to be included in the induction training program designed for newly promoted Excise Inspectors.

The purpose of these sessions is to enhance awareness, highlight potential risks, and encourage adherence to ethical standards among staff across all levels.

2. Internal Affairs Unit (IAU)

The Excise Department, upon the recommendation of the IMF and direction of the Ministry of Finance took steps to establish the Internal Affairs Unit on the 09.07.2024 to further the fight against corruption, address the governance weaknesses, strengthen the integrity and effectiveness of the Excise Department, uphold the rule of law, and foster economic stability by identifying systemic bottlenecks and loopholes.

The following Integrity Officers were officially appointed for the IAU unit.

- Additional Commissioner General of Excise (Revenue policies and administration)
- Chief Accountant
- Chief Internal Officer
- Deputy Commissioner of Excise (Revenue)
- Deputy Commissioner of Excise (Law Enforcement)
- Legal Officer
- Administrative Officer (Administrative Division)

A. Progress up to December 31, 2024

- Displaying the names of the members of the IAU along with their official contact details on the official website, including official address and email, mobile and direct phone numbers.
- Displaying the contact details of the IAU unit near the office entrance
- Establishment of a separate operational site for IAU members.
- Introduction of a Complaint Box
- Re-drafting, publishing and handing over of the Code of Ethics for the Excise Officers, which outlines acceptable behavior and ethical obligations, reinforces accountability and integrity, and serves as a standard reference for disciplinary procedures; increasing officer's awareness of integrity through comprehensive awareness and training programs; and conducting a series of lectures and awareness sessions for Excise Officers with resource persons from CIABOC.

B. Progress in Quarter 1, 2025

- Issuing an internal circular to inform officers about the IAU and its role

C. Progress in Quarter 2, 2025

- A training program on the Right to Information Act.
- The IAU database was updated to include complaint particulars
- Held a quarterly meeting of IAU members
- Drafted and finalized the Action Plan of the AIU

D. Key Tasks and Activities to be Implemented in Quarter 3, 2025

- An awareness program on the Excise Ordinance and the Companies Act will be held in November with resource persons from the Department of the Registrar of Companies.

3. Risk Management Unit (RMU)

The Risk Management Unit was formally established on 22.05.2024, comprising nine members, with the primary objective of overseeing, managing, and enhancing the performance of Excise revenue. The Unit is tasked with identifying potential risks, implementing effective risk mitigation strategies, monitoring compliance, and promoting best practices to ensure the efficient collection and administration of excise duties.

A. Progress up to December 31, 2024

i. Conduct regular inspections/audits at licensed premises to prevent or minimize revenue leakages.

- Conducted a special inspection and an in-place audit at Finland Bottling Manufactory, Dankotuwa on 03.07.2024.
- Conducted a special inspection and an in-place audit at Manori Lanka Bottling Toddy Manufactory, Madampella on 03.09.2024.
- Conducted a special inspection and an in-place audit at Hingurana Distillery and Hingurana Bottling Manufactory, Thiththapaththara on 05.11.2024
- Conducted an inspection at Premasiri Wine Stores (FL04) Colombo, and found bottles with sticker-related violations on 18.11.2024.

ii. Strengthening Law Enforcement

- Regular and random inspections of licensed premises at least once a month.
- Daily stock analysis (bottles, labels and other raw materials) and follow-ups.

- Frequent, in-depth inspections and monitoring of licensed premises by Superintendents of Excise and Assistant Commissioners of Excise.
- Implementation and successful completion of 100-day special crime detection season from 20.05.2024 to 27.08.2024. (First Phase)
- Scheduled – second phase of special detection season

iii. Establishing efficient digitalized system to gather data on revenue collection

- Regular sticker system inspections.
- Proposed – AI-based CCTV monitoring system for liquor bottling manufactories

B. Progress in Quarter 1, 2025

Conduct regular inspections/audits at licensed premises to prevent or minimize revenue leakages.

Conducted an inspection and found bottles without security stickers and illegally affixed stickers. The licensed premises was sealed on 23.01.2025.

C. Progress in Quarter 2, 2025

- Conducted capacity-building, awareness and training programs for Excise Officers
- Strengthening Internal Control & Improve Operational Efficiency
 - Established active structural bodies/forums
 - Conducted regular follow-ups

D. Key Tasks and Activities to be Implemented in Quarter 3, 2025

- Conduct awareness programs for stakeholders to ensure proper compliance with Excise Laws and Regulations
- Strengthening Internal Control & Improve Operational Efficiency
 - Establish a disciplinary action committee to address fraud and evasion.
 - Establish and implement a technical advancement and support committee to ensure the quality in operations.
 - Establish and implement a robust internal control mechanism

4. Financial Investigation Unit of Excise Department (FIU)

The Financial Investigation Unit (FIU) was established on the 20.03.2025 as the national focal point for combating financial crimes. In alignment with this mandate, a dedicated working committee has been created within the Excise Department to coordinate with the FIU and other relevant stakeholders. This Unit is tasked with carrying out necessary compliance functions, facilitating information sharing, and ensuring that departmental operations remain aligned with national financial integrity objectives.

The following officers were appointed to the FIU.

- Commissioner of Excise (Admin & HR)
- Chief Accountant
- Chief Internal Auditor
- Deputy Commissioner of Excise (Revenue)
- Deputy Commissioner of Excise (Legal)
- Deputy Commissioner of Excise (Law Enforcement)
- Accountant
- Legal Officer Excise
- Two Inspectors

A. Progress in Quarter 1, 2025

- The action plan was prepared.
- Identified the target groups for AML/CFT training sessions.
- Identified the relevant stakeholders to sign Memorandums of Understanding (MoUs)

B. Progress in Quarter 2, 2025

- Organized AML/CFT training sessions.
- Developed a strategic plan to identify predicate offences and incorporate AML/CFT measures.
- Developed a handbook for investigators and prosecutors on pursuing financial crimes and tax evasion, and on referring ML cases.
- Compiled and maintained statistics relevant to investigations and prosecutions.

C. Key Tasks and Activities to be Implemented in Quarter 3, 2025

- Adopt a formal policy to facilitate joint and parallel financial investigations.
- Compile and maintain statistics relevant to investigations and prosecutions.
- Establish internal indicators and thresholds
- Sign of Memorandums of Understanding (MoUs) with relevant stakeholders.
- Prepare for Phase 2 Mock Mutual Evaluation

5. Automation

A. Progress up to December 31, 2024

- The EDSL has commenced the implementation of the Revenue Administration System for the Excise Department (RASED), a comprehensive digital platform designed to modernize and automate all core excise-related processes. This system involves a complete business process re-engineering (BPR) of the department's functions.
- The procurement process has begun; bids have been invited, and the Technical Evaluation Committee (TEC) is currently evaluating the submitted proposals.
- RASED enables end-to-end digital management of excise operations, thereby significantly reducing manual intervention and opportunities for corruption.
- EDSL is actively collaborating with relevant authorities to integrate its operations with the Trade National Single Window System (TNSWS).
- This initiative will enable seamless coordination of excise processes related to imports and exports.
- It will also facilitate real-time information exchange between EDSL and other government and private sector entities, thereby streamlining procedures, improving compliance, and enhancing revenue tracking.

B. Progress in Quarter 1, 2025

- To safeguard government revenue and strengthen product authentication, EDSL has initiated the implementation of new security features on excisable goods.
- As a measure to strengthen border-level controls and protect revenue collection, EDSL has initiated integration with the Sri Lanka Customs ASYCUDA system. This integration allows EDSL to verify import data in real time, prevent under-reporting, and detect illegal imports. It also supports the accurate collection of excise duties and contributes directly to increased government revenue.

C. Progress in Quarter 2, 2025

- All arrangements were made to award the bid to the selected bidder of RASED, as the agreement had already been received.

D. Key Tasks and Activities to be Implemented in Quarter 3, 2025

- Complete the deployment of the revised Security Features Management System to ensure tighter control over excise sticker production, distribution, and verification. These upgraded features are designed to improve traceability, reduce counterfeiting, and ensure the integrity of the taxation process.

6. Conclusion

The Excise Department of Sri Lanka (EDSL) made steady progress during the second quarter of 2025 (up to June) in strengthening transparency, accountability, and operational efficiency. Through the active engagement of its Internal Affairs, Risk Management, and Financial Investigation Units, the Department enhanced its capacity to prevent corruption, address governance weaknesses, and combat financial crimes. Collectively, these initiatives reinforce public confidence and demonstrate EDSL's continued commitment to integrity, good governance, and the rule of law, while remaining aligned with national priorities and international standards.

Inland Revenue Department

1. Code of Conduct

A. Progress up to December 31, 2024

A formal Code of Conduct was developed and adopted, which:

- Defines acceptable behavior and ethical obligations of all employees.
- Reinforces accountability and promotes integrity.
- Provides a standard reference for disciplinary procedures.

B. Progress in Quarter 1, 2025

The Code of Conduct was formally implemented. All staff were briefed on its provisions through internal communications, ensuring clarity and a uniform understanding across the Department.

C. Progress in Quarter 2, 2025

Successful Reinforcement of Code of Conduct

- Awareness sessions and staff briefings were conducted across all offices and divisions, reinforcing the principles outlined in the Code of Conduct.

D. Activities to be Implemented in Quarter 23, 2025

Awareness Sessions

- Conduct awareness sessions for newly recruited Assistant Commissioners.

2. Risk Management Unit

A. Progress up to December 31, 2024

The existing Risk Management Unit was upgraded to enhance its capacity in identifying and mitigating corruption-related risks.

B. Progress in Quarter 1, 2025

- Identified high-risk cases in the Large Taxpayer Office (LTO) for audits.
- Shared detailed case information with the LTO to strengthen audit processes.

C. Progress in Quarter 2, 2025

- The identification of high-risk cases was successfully expanded to the Large Taxpayer Office (LTO), Upper Corporate Office (UCO), Medium Corporate Office (MCO), and Regional Offices. A total of 63 high-risk cases were identified within the LTO and 376 cases in non-LTO offices. The relevant findings were shared with the respective units to support timely and targeted audit actions.
- A risk rating system for eligible exporters seeking refunds was developed and introduced, enhancing transparency and reducing potential risks of corruption in the refund process.

D. Activities to be Implemented in Quarter 3, 2025

- Identify 125 risk-based audit cases for the Large Taxpayer Office (LTO) and 300 risk-based audit cases for non-LTO units, and share them with the respective LTO and other relevant units for further action.

3. Internal Affairs Unit (IAU)

A. Progress up to December 31, 2024

A committee was appointed to initiate the establishment of the Internal Affairs Unit (IAU), aligning with international best practices in institutional governance.

B. Progress in Quarter 1, 2025

i. Establishment of the IAU

The IAU was formally established in January 2025.

ii. Appointment of Key Personnel

- Head of the IAU – Provides overall leadership and strategic direction.
- Integrity Officer – Ensures compliance with ethical standards and promotes integrity.
- Other Members – Representatives from key divisions to ensure cross-functional collaboration.

iii. Awareness and Prevention Programs

In 2024, the IRD conducted eight training programs:

- Five full-day sessions on anti-bribery and corruption prevention strategies.

- Three targeted refresher sessions for staff.

iv. Participation in CIABOC Workshops:

IRD representatives actively contributed to workshops on:

- Drafting the National Anti-Corruption Plan.
- Developing a Training of Trainers (ToT) model.
- Enhancing inter-agency information exchange.
- Establishing internal integrity mechanisms within government bodies.

C. Progress in Quarter 2, 2025

Strengthening Complaint Handling

To enhance accessibility, confidentiality, and transparency in complaint handling, the IAU successfully implemented the following measures:

- A secure, lockable complaint box was installed to enable confidential written submissions.
- An official email address dedicated solely to IAU communications was established.
- A standardized Complaint Register was introduced to systematically record, track, and monitor all complaints.

These initiatives have strengthened whistleblowing mechanisms by providing multiple reliable and confidential reporting channels. Additionally, the complaint box remains available on Department premises for use by both staff and the public to report suspected cases of bribery and corruption.

D. Activities to be Implemented in Quarter 3, 2025

- Investigate cases referred to the Internal Affairs Unit and forward cases identified by the IA Advisory Committee to CIABOC for further action.
- Review the Corruption Risk Assessment Plan and the corresponding Action Plan in collaboration with UNDP.
- Plan and conduct three awareness programs for Regional Offices on the role of the IAU and anti-corruption measures.

4. Automation and Digitalization

A. Progress up to December 31, 2024

The IRD continued to strengthen automation processes first introduced in 2016, including the mandatory e-filing system for individuals, ensuring efficiency and reducing opportunities for corruption.

B. Progress in Quarter 1, 2025

Steps were taken to improve existing digital systems to ensure efficiency, reduce delays, and minimize corruption risks.

C. Progress in Quarter 2, 2025

Advancing Automation and Digitalization

- Further upgrades to automation and digitalization systems were successfully implemented, reducing manual processes, enhancing operational efficiency, and minimizing corruption risks.
- The use of technology was expanded, resulting in more transparent, efficient, and streamlined service delivery.

D. Activities to be Implemented in Quarter 3, 2025

- Plan to fully implement an automated process for VAT registration, eliminating manual application submissions and manual certificate issuance.