

バングラデシュ国
内閣府

バングラデシュ国
国家健全性戦略支援プロジェクト
プロジェクト業務完了報告書
(和文)

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ADB	Asian Development Bank	アジア開発銀行
ACC	Anti-Corruption Commission	反汚職委員会
APA	Annual Performance Agreement	年間業績契約制度
BCSAA	Bangladesh Civil Service Administration Academy	バングラデシュ公務員研修所
GRIPS	National Graduate Institute For Policy Studies	政策研究大学院大学
GRS	Grievance Redress System	苦情申立制度
IFP	Integrity Focal Point	フォーカルポイント
JCC	Joint Coordinating Committee	合同調整委員会
PSC	Project Steering Committee	プロジェクト運営委員会
MOPA	Ministry of Public Administration	行政省
NIAC	National Integrity Advisory Council	国家健全性諮問評議会
NILG	National Institute of Local Government	国立地方行政研修所
NIIU	National Integrity Implementation Unit	国家健全性実施ユニット
NIS	National Integrity Strategy	国家健全性戦略
PDCA	Plan-Do-Check-Action	計画(Plan) - 実行(Do) - 評価 (Check) - 改善(Action)
PDM	Project Design Matrix	プロジェクトデザインマトリッ クス
SOPs	Standard Operational Procedures	標準手順作業書
TOR	Terms of Reference	業務内容、委任事項
TQM	Total Quality Management	総合的品質管理
TI	Transparency International	トランスペアレンシー・インター ナショナル

1. NIS の概要

1.1 NIS 策定の背景

バングラデシュ政府は、長期開発計画「ビジョン 2021」、中期開発計画「第 6 次 5 カ年計画」（2011-2015 年）を達成するためにも、ガバナンス分野の改善、特に汚職の撲滅が不可欠と認識し、国連腐敗防止条約への加盟（2007 年）、反汚職委員会（Anti-Corruption Commission、ACC）の設置など、汚職撲滅に向けた対策を講じてきた。国連腐敗防止条約への加盟を契機に、汚職防止と国家の健全性向上を図るための包括的なガバナンス戦略として、国家健全性戦略（National Integrity Strategy、NIS）を策定することになった。

NIS のドラフトは、アジア開発銀行（ADB）の支援のもと、BRAC 大学のガバナンス研究所に委託された。2009 年にドラフト初版が完成する過程では、地方を含め 61 回のコンサルテーションが行われた。内閣府は、ドラフト初版をウェブサイト上で公開し、関係者からのコメントを収集し、修正版を 2011 年 6 月に内閣に提出した。内閣から関係機関とのさらなるコンサルテーションを行うよう指示があったことから、内閣府は 2012 年 1 月に関係機関を幅広く集めたコンサルテーション会議を開催し、改訂版を作成した。改訂版は再度ウェブサイト上で公開され、関係者からのコメントを募集した。2012 年 5 月に内閣は、財務大臣が委員長を務める NIS に関する執行委員会を設置し、委員会での議論をふまえて改訂版に修正を加えた。NIS は 2012 年 10 月 18 日に閣議で承認された。

1.2 NIS の内容

(1) NIS が掲げる目標

NIS の目指すところは、行政機関だけではなく、国民全体の意識を覚醒し、健全な国家の実現に向けて社会を結集することにある。バングラデシュでは、行政府や司法への政治の過度の介入が問題になっているが、行政組織である内閣府が、立法府に政治の健全性を確保するよう求めることは三権分立の観点から難しい。しかし、NIS を実施することで国民の意識が向上すれば、そのような不健全な介入を行う政治家を許さなくなり、健全な政治が実現することが期待される。NIS は単に国家健全性を確立するための政策集ではなく、国民の意識の覚醒を狙ったものにとらえている。プロジェクトでは NIS の意味するところは「国民のための国民による NIS」（‘Integrity for all, by all’）と理解している。

(2) NIS のコンセプト

そのコンセプトは、NGO のトランスペアレンシー・インターナショナル（Transparency International、TI）が提唱する「国家健全性システム神殿」（National Integrity System Temple）

¹と類似している（図 1-1 参照）。持続的な開発、法の支配、クオリティ・オブ・ライフを実現するためには、立法、司法、行政、市民社会、メディア、民間セクターなどの健全性の柱がしっかりと確立している必要があり、柱の一つでも維持できないと神殿のバランスが崩れ、上記の3つの目的が実現されなくなる。

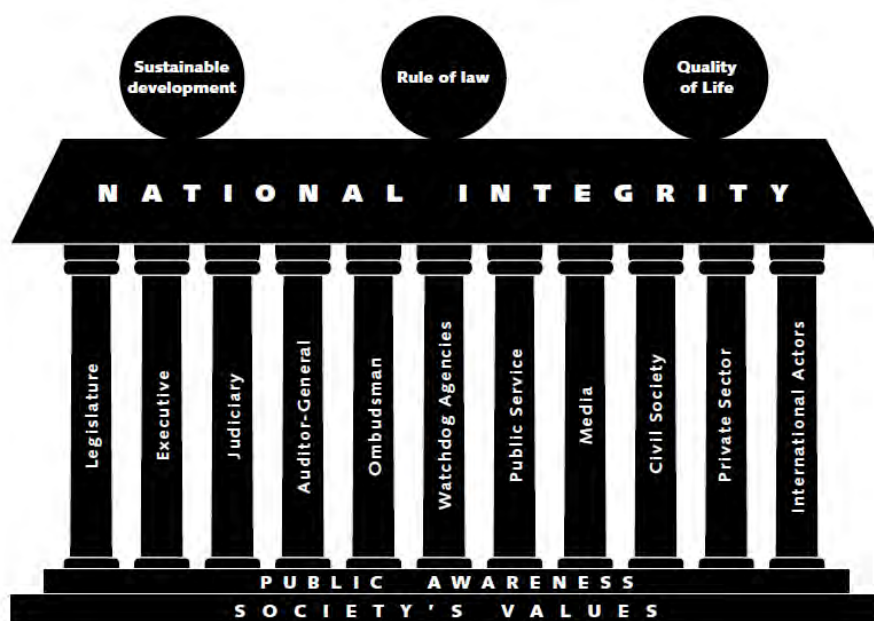


図 1-1 国家健全性システム神殿

出典：Pope（2000年）

NISは開発途上国を対象としたものではなく、オランダやニュージーランドといった先進国でも、現地のTIによってNISに関する調査が実施されている。ただし、多くの国ではNational Integrity Systemと呼ばれ、NISのコンセプトに従って、対象国の柱の健全性の状態をスコア化し、国全体の健全性のレベルを測っている。一方、バングラデシュのNISはNational Integrity Strategyで、国家健全性をいかに実現するかといった戦略で、これから実現すべきものである。

非政府機関も対象としているバングラデシュのNISであるが、NISを率先して実践するのは行政機関である。前内閣官房長官もワークショップなどの場で、行政機関が率先してNISを実践することで弾みをつけ、その他の機関が活動しやすくなるような環境を整備することが重要である旨を発言している。

¹ Transparency International Source Book (2000)

(3) NIS の構成

2012 年 10 月に承認された NIS 文書は 4 つの章で構成されている。そのうち第 2、3 章が中心で、10 の公的機関（第 2 章）と 6 つの非公的機関（第 3 章）それぞれが目指すべきゴール、ゴールを達成するための短期、中長期の活動が列挙され、各活動の達成度を図る指標、実施期間、実施に責任を持つ機関が示されている（表 1-1 参照）。活動の合計は 115 である。第 1 章は序論で、NIS が作成された背景、関連法規、NIS のビジョンとミッションが示されている。第 4 章は、実施体制に関する記述が主である。

表 1-1 関係機関ごとの NIS 活動の構造

Serial No.	Interventions	Performance Indicator	Time-frame	Responsibility of	Supported by
1.	Enactment of Civil Service Act	Civil Service law enacted	Medium term	Ministry of Public Administration	Legislative and Parliamentary Affairs Division
2	Formulation of Career Plan	Career Plan formulated; transparency established and fairness ensured in promotion	Medium term	Ministry of Public Administration	Cabinet Division
3.	Introduction of participatory appraisal system	Newly formulated system followed	Short term	Ministry of Public Administration	All other Ministries/ Divisions
4.	Regular submission of income and asset statements to specified authorities	Statements submitted on a regular basis	Short term	Ministry of Public Administration	All other Ministries/ Divisions

1.3 NIS 実施体制

行政機関、地方自治体、立法府、司法など 10 の公的機関（State institutions）と、政党、民間セクター、教育機関、NGO、マスメディア、家族といった非公的機関(Non-State Institution)が NIS を実現する関係機関と位置づけている。これらの機関を統括するために、首相が議長を務める国家健全性諮問評議会（National Integrity Advisory Council, NIAC）と評議会を補佐する機関として執行委員会（Executive Committee）が設置された。執行委員会の議長は財務大臣である（図 1-2 参照）。

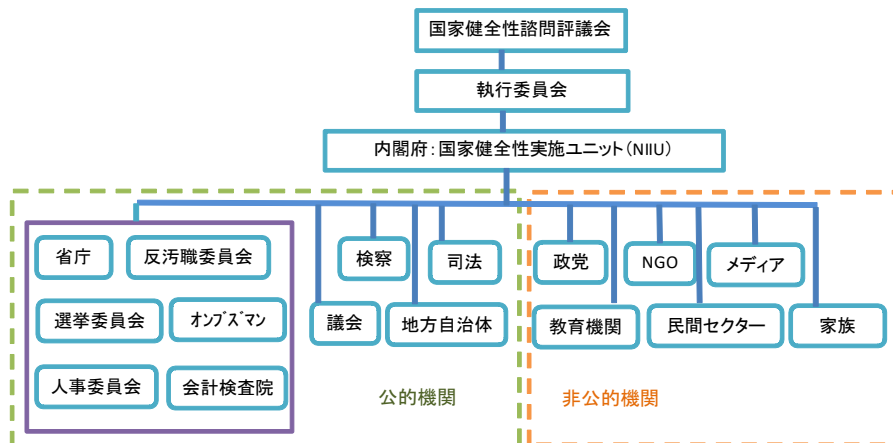


図 1-2 NIS の関係機関一覧

(1) 国家健全性諮問評議会

国家健全性諮問評議会（NIAC）は NIS 実施に向けた最高機関で、閣僚、国会議員、行政機関の高官、NGO、メディア、民間セクターの代表者などで構成される（添付資料 1 参照）。評議会が実施すべき活動は以下のとおり。

- NIS 実施に関する調整や監督を行う
- NIS の実施状況をレビューし、必要に応じてガイダンスを提供する
- NIS 作業計画を承認する
- NIS の改訂に向けた提言を行う
- 政府によって委任された業務を実施する
- 最低年 2 回、評議会を開催する

NIAC の第 1 回会合が 2013 年 3 月 28 日に開催された。そこでの決定事項は以下のとおり。

- 各省庁は倫理委員会を設立し、委任事項（Terms of References、TOR）を決める。機関のトップもしくはそれに準ずるものが委員長に就任する。
- NGO と民間セクターの活動を監督する必要がある。管轄する NGO 業務局と商業省は NIS 実施に向けたガイドラインを作成する。
- 検察、オンブズマン、最高裁判事の任用に関する法整備を進める。
- ダッカ、地方で NIS の啓発を目的とした会合を開催する。教育機関でも同様の会合を開催する。情報省はメディアに対して NIS を広報するよう依頼する。
- 執行委員会を立ち上げ、これらの決定事項の実施に必要な調整を行う。

上記のとおり、NIAC は年に最低 2 回開催することになっているが、第 1 回会合の後は会合が開催されていない。

(2) 執行委員会

執行委員会(Executive Committee)はNIACを補助する機関と位置づけられていることから、その活動はNIACと同じである²。委員長である財務大臣の下に、法務大臣、行政機関の高官などが配置されている(添付資料2参照)。

- NIS実施に関する調整や監督を行う
- NISの実施状況をレビューし、必要に応じてガイダンスを提供する
- NIS作業計画を承認する
- NISの改訂に向けた提言を行う
- 政府によって委任された業務を実施する

執行委員会の第1回会合が2013年9月3日に開催された。会合では、NISの進捗状況が確認されるとともに、以下の項目に関して議論が交わされた。

- 倫理委員会の構成とその業務内容(TOR)が決まったことを確認した
- 立法・議会と司法・裁判所が、検察官、オンブズマン、最高裁判事の任用に関する法整備を進める
- 国家健全性実施ユニット(NIIU)を内閣府の行政改革・実施局(現、調整・改革局)に設置する。NISと苦情申立制度(Grievance Redress System、GRS)のための局長ポストを用意する
- NIIUの業務内容(TOR)
- 行政省(Ministry of Public Administration、MOPA)は、公務員法、キャリア開発計画などの導入に向けて必要な施策を講じる。また、倫理規定と懲戒審査請求に関する規則の改訂を行う
- NISの実施に必要な予算を関連省庁が確保できるようにする
- 内閣府は、ドナーからの支援が必要な分野を見極めて必要な措置を講ずる
- 土地問題、情報公開法、食品汚染防止に関する小委員会を設置する。内閣府は設置に向けた指示を行う
- 商業省次官とNGO業務局の総局長も執行委員会のメンバーに加える

(3) 国家健全性実施ユニット

国家健全性実施ユニット(National Integrity Implementation Unit、NIIU)は、内閣府の調整・改革局に設置された組織で、NISの実施促進、関係機関の調整、実施状況のモニタリング評価を担当する。第1回執行委員会会合で決まったその業務内容(TOR)は以下のとおり。

- NIS実施に関する省庁間の調整とモニタリング
- NIS実施に必要な能力開発の実施
- 苦情申立制度(Grievance Redress System、GRS)の実施、公共サービスの実施状況

² 2012年12月5日付官報。

のモニタリング

- NIS 実施、行政サービス実施、行政改革に関する調査の実施、研究者への支援
- NIAC や執行委員会の会合での、NIS 実施に関する要請、提案を行う
- その他、NIAC や執行委員会に委任された業務を行う

NIIU は次官補、課長、課長補佐の 3 人で構成されるのみである。しかも NIS 専任ではない。この陣容で NIS 関連業務を実施するのは不可能なことから、2016 年より内閣府調整・改革局の行政官全員が、NIS 関連の活動に従事することになった。

<参考：内閣府の概要>

内閣府は包括的な調整機能を有する行政組織で、内閣の事務局としての役割を果たすとともに、管区、県、郡の地方行政を担当する。その主な管轄業務は以下のとおり。内閣府の長は首相が務め、事務方のトップは官房長官（Cabinet Secretary）である。

- 内閣とその委員会の事務局の機能を果たす
- 内閣とその委員会の決定事項の執行状況を確認する
- 省庁間の業務ルールや役割分担を調整する
- 反汚職に関連する業務を行う
- 地方組織を統括する
- 刑事裁判をモニタリングする
- 国際・国内の表彰で推薦を行う
- 行政改革、省庁再編を行う
- 内閣府の担当分野における条約や国際合意に関して国際機関と調整する
- 省庁間の調整を行う

(4) 倫理委員会、フォーカルポイント

省庁では NIS の実施を促進することを目的とした倫理委員会が設置され、事務次官が委員長を務め、メンバーは高官で構成されることになっている。倫理委員会のメンバーの 1 人がフォーカルポイント（Integrity Focal Point、IFP）に指名され、倫理委員会の事務局として、組織内の NIS 関連の活動を調整し、内閣府の NIIU と連携する。倫理委員会が実施すべき活動は以下のとおり。

- 健全性の実現にあたって発生した成功事例や問題点を抽出する
- 問題点の解決に向けた期限付きの活動計画を作成する
- 活動計画の実施担当者を定める
- 活動計画を実施、モニタリングする
- 組織での健全性の実現状況に関する報告書を NIIU に送付する

2. NIS 支援プロジェクトの概要

2.1 背景

バングラデシュ政府の行政機能の向上を支援している JICA は、NIS をガバナンス改善に向けた重要な戦略と認識し、2013 年 5 月から 12 月まで、基礎情報の収集と NIS 実施支援を目的とした「バングラデシュ国政府によるガバナンス戦略に係る情報収集・確認調査」を実施した。この調査結果をふまえて、NIU の機能強化を中心とした NIS 実施促進のための技術協力プロジェクトが、2014 年 10 月より実施されることになった。

2.2 プロジェクトの目指すところ

プロジェクトが目指すゴールは行政機関のアカウントビリティを高めることである。アカウントビリティは、行政機関は、その下した決定がどのように決められたのかを開示し、その決定の結果に関して公的な責任を持つことを意味する。行政機関は行政評価や内部監査といった内部でのチェック機能を高めるとともに、立法府にその決定を説明し、司法によって法律に反していないか確認を受ける。このような「横のアカウントビリティ」と並行して、行政機関と国民との間に発生する「縦のアカウントビリティ」もある。国民は選挙を通じて与党・政府の施策に評価を下すとともに、情報公開制度や苦情申立制度（GRS）などを利用して行政機関の活動を日常的にチェックすることができる。

上記のゴールを目指す過程として、プロジェクト期間である 2017 年 3 月³までに達成を目指した目標は、NIS 実施に関する計画-実行-評価-改善（Plan-Do-Check-Action、PDCA）サイクルを確立し、NIS の実施を促進することである。具体的には、関係機関が作業計画を策定し、定期的にその進捗をモニタリングし、進捗が思わしくない場合には、何らかの対策を講じる、作業計画の期間が終了した際には、モニタリング結果をふまえて次期作業計画を策定するといったシステムを確立することである。このような PDCA サイクルを確立すること自体が、プロジェクトのゴールであるアカウントビリティ向上の一例とも言えよう。プロジェクトでは表 2-1 のような NIS 実施に関する PDCA サイクルの確立を目指してきた。

³ 当初の現地活動期間は 2016 年 9 月までであったが、2016 年 7 月 1 日に発生したテロ事件の影響で専門家の現地渡航が同年 12 月まで禁止されたことを受け、プロジェクト活動に若干の遅れが生じたことから 2017 年 3 月まで延長された。

表 2-1 NIS 実施に関する PDCA サイクル

計画 Plan	<ul style="list-style-type: none"> ➤ フォーカルポイントが中心となって、各機関で NIS 作業計画を策定する ➤ 倫理委員会が計画を承認後、作業計画を省内部局に配布する ➤ NIIU に作業計画を提出し、NIIU はアセスメントを行う
実施 Do	<ul style="list-style-type: none"> ➤ 作業計画に基づいて活動が実施される
評価 Check	<ul style="list-style-type: none"> ➤ フォーカルポイントは各活動の実施状況をモニタリングする。もし、実施が遅れている活動がある場合は、その原因を分析する ➤ モニタリング結果を倫理委員会に報告する ➤ フォーカルポイントは四半期ごとにモニタリングシートを NIIU に提出する。フォーカルポイントワークショップに参加し、進捗を他の参加者と共有し、共通の課題に関して議論する ➤ NIIU は提出されたモニタリングシートを確認するとともに、NIS の包括的な進捗を確認し、執行委員会に報告する
改善 Action	<ul style="list-style-type: none"> ➤ フォーカルポイントは必要に応じて NIS 作業計画を見直す ➤ 見直された作業計画を倫理委員会が承認する ➤ 改訂された作業計画を NIIU に提出する

加えて、プロジェクトでは、NIS 支援の枠組みで汚職予防機能を高めることに反汚職委員会（ACC）と取り組むことになった。汚職予防に関連する活動を、内閣府と ACC が連携して実施することで、より有効な効果が期待できる。例えば、苦情申立制度（GRS）は国民が行政機関に対して苦情がある場合に、決められた窓口で苦情を提出できる制度であるが、苦情の対象となった機関は一定期間内に回答しなければいけない。もし、国民から寄せられた苦情に汚職につながるようなものがあれば、早期に ACC に提供することで汚職の早期摘発が可能になる。苦情申立制度を機能させることで、汚職に安易に手を染めないといった予防効果も期待できる。ACC が単独で汚職防止に努めるのではなく、内閣府や省庁の倫理委員会やフォーカルポイントと連携することで、より効果的な汚職予防対策、グッドガバナンスに必要な対策を講じることが可能になる。

2.3 NIS を支援する意義

JICA のガバナンス分野での支援アプローチの 1 つである「政治の行政へのインフォーマルな影響を排除し、行政のアカウントビリティの向上に資する制度全般の改善・構築、関係組織・公務員の能力向上、公務員制度の改善を支援する」は、NIS の目指すところと一致している。NIS が目指すことのひとつが、行政のアカウントビリティを向上支援のための施策の導入と実施である。公務員の能力向上と公務員制度の改善も NIS の 115 のアクションに含まれている。JICA のガバナンス支援戦略を実現するためにも、NIS への支援は有効である。

本プロジェクトの受益者は、内閣府の NIIU スタッフ、関係機関のフォーカルポイントといった行政職（Bangladesh Civil Service Administration）に属する公務員である。行政職に属する公務員は、行政機関のマネジメントを担う公務員の幹部である。行政職の公務員は、省庁

の幹部として、計画策定、モニタリングなどマネジメント業務を担う。このような幹部の能力向上を支援することは、バングラデシュの健全な行政機構、効率的・効果的な行政サービスの実現に向けて不可欠である。

2.4 プロジェクト実施枠組み

本プロジェクトの対象機関は、内閣府をはじめとする省庁と法律に基づいて設立された反汚職委員会、人事委員会、会計監査院、選挙委員会といった行政機関である。NIS 実施の枠組みを確立するとともに、行政職の NIS 実施マネジメント能力を高め、NIS アクションの実施を推進する。汚職防止機能も NIS の枠組みの中で効果的に高める。本プロジェクトの実施枠組みは下表のとおり。プロジェクトデザインマトリックス (Project Design Matrix、PDM)、計画時の業務フローチャートは添付資料 3、4 を参照のこと。

表 2-2 本プロジェクトの実施枠組み

上位目標	行政機関のアカウントビリティが向上する。
プロジェクト目標	行政機関の効果的な NIS の実施枠組みが確立される。
成果	<ol style="list-style-type: none"> 1. 効果的な NIS の活動計画が開発され、定期的に見直される。 2. 行政機関の効果的な NIS の行動計画実施が促進され、行政機関の職員の間で NIS に関する認知度が向上する。 3. NIS 及び反汚職委員会法に定められている反汚職委員会の汚職防止機能が強化される。
活動	<ol style="list-style-type: none"> 1-1. 内閣府は省庁と局を指導し、他の政府機関と調整して倫理委員会を定期的開催する。 1-2. 各行政機関の NIS 作業計画の進捗はフォーカルポイント会議で議論され、倫理委員会の共通事項が見いだされる。 1-3. 内閣府は各行政機関の NIS 作業計画に対し、フォーカルポイント会議での議論を通じて指導を行う。 1-4. 内閣府は行政機関の NIS 実施枠組みを強化し、ロードマップを策定する。 2-1. 各行政機関は、NIS 活動計画を実施する。 2-2. 内閣府は、各行政機関の NIS 行動計画の進捗をモニタリングする。 2-3. 内閣府は、NIS 実施枠組みや NIS 行動計画の進捗について、定期的にセミナー・ワークショップを開催し、行政機関の職員の間で意識を高める。 2-4. 内閣府は、反汚職委員会等の行政機関に対し、NIS 実施に必要な研修を行う。 2-5. 内閣府は、NIS 行動計画のグッドプラクティスを収集し、NIS 実施報告書を定期的に作成、出版し、国内での NIS に対する意識を高める。 2-6. 内閣府は NIS 実施にかかる政府・非政府機関間のさらなる NIS 促進のため、市民、国内及び国際的学会、ドナーとの対話を促進し、国家健全性にかかる研究成果を収集する。 3-1. 反汚職委員会は内閣府と綿密な連携により汚職や背任行為の防止策を開発する。 3-2. 反汚職委員会は各行政機関のフォーカルポイントに対して汚職や背任行為の防止策について研修を行う。 3-3. 反汚職委員会は、内閣府が苦情処理制度の実施や、倫理委員会の汚職防止の役割強化する際に支援する。

プロジェクト活動に直接関与するカウンターパートは NIIU のスタッフで、直接の受益者は NIIU をはじめとする内閣府と ACC で NIS に関係する職員、関連機関のフォーカルポイン

トである（図 2-1 参照、オンブズマンは法律で規定されているものの、設立されていない）。

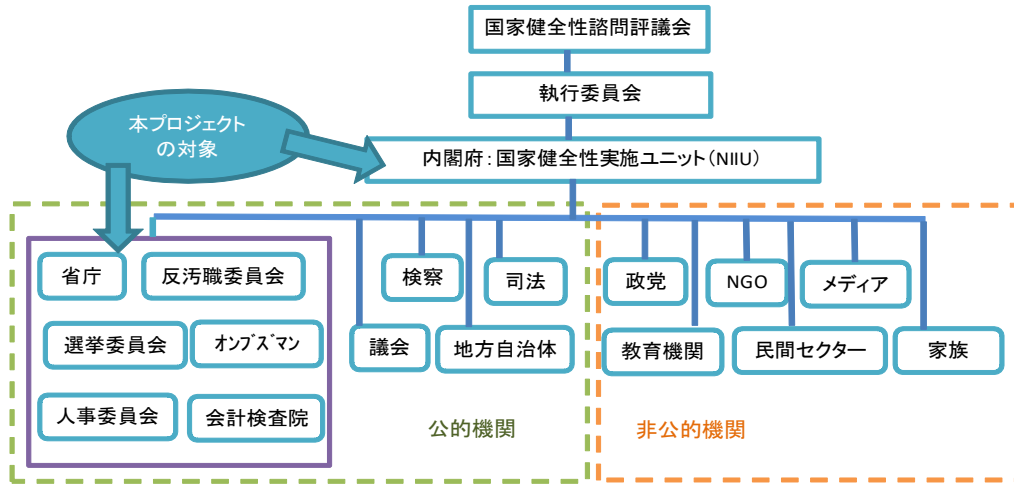


図 2-1 本プロジェクトの対象機関

3. プロジェクトが実施した活動

今まで実施してきたプロジェクト活動を、プロジェクトの立ち上げに関する活動、成果 1 に関する活動、成果 2 に関する活動、成果 3 に関する活動に分類して、下記のとおり整理する。

3.1 プロジェクトの立ち上げに関する活動

プロジェクト活動開始から 3 カ月は、プロジェクトの立ち上げに関する関係者との意見交換に多くの時間を割いた。

(1) 業務計画書の作成

特記仕様書に基づき、JICA 関係者向けに業務計画書（和文）を作成し、2014 年 10 月 20 日に JICA バングラデシュ事務所に提出した。その主な内容は以下のとおり。

- プロジェクトの枠組み
- NIS に関する現状の課題
- プロジェクト実施にあたっての基本方針
- プロジェクト活動の内容
- 作業工程計画
- 業務実施体制

(2) 詳細活動計画、Work Plan（英文）の策定

現地作業開始後に、JICA バングラデシュ事務所、内閣府などプロジェクト関係者と議論し、詳細活動計画を策定した。プロジェクト活動を、1) NIS 計画、2) NIS モニタリング、3) 汚職防止、4) 能力開発、5) 広報、に分類し、それぞれの分野の詳細活動と各活動の実施時期を明確にした。活動フローチャートは添付資料 4、詳細活動計画は添付資料 5 参照のこと。

業務の大きな流れとして、まずは NIS 計画に関する活動を集中的に行うこととした。具体的には、2015 年 4 月をめどに各関係機関が NIS 実施に関する作業計画を策定することになった。その後、2015 年 6 月よりモニタリングに関する活動を開始する予定であった。

汚職防止に関しては、プロジェクト開始当時、具体的な活動を想定していたわけではない。ACC には汚職防止、捜査、訴追といった機能があるが、内閣府など行政機関と協力できる分野は何かといった観点から、汚職防止に焦点を絞って活動を行うことが決まっていただけである。具体的な活動を決めるためには、内閣府と ACC の間の信頼醸成が必要と考え、まずは内閣府と ACC との対話を促進することとした。公務員の汚職が発覚した場合は、ACC が行政機関を捜査することになるなど、行政機関と ACC は利害が相反することもある。プ

プロジェクトとしては、その点を十分ふまえて、対話の促進を慎重に進めることとした。

能力開発に関しては、まずは計画策定に必要な能力を高める必要があることから、2015年1月に研修を実施することとした。また、本邦研修を6月に実施することとした。広報に関しては、まずは広報の目的、対象者、具体的な活動、広報媒体などをまとめた広報戦略を2015年1月めどに作成することとした。

以上の内容を含めた **Work Plan** (英文) を作成し、1月上旬に内閣府と JICA バングラデシュ事務所へ提出した。

(3) 関係者との議論

プロジェクト枠組みや詳細活動計画案に関して、関係者との議論を行った。内閣府や JICA バングラデシュ事務所の関係者以外にも、日本大使館、ACC、トランスペアレンシー・インターナショナル・バングラデシュ事務所に対して、プロジェクト概要を説明するとともに意見交換を行った。

(4) 第1回フォーカルポイントワークショップの開催

2013年には関係者の NIS に関する知識とモチベーションを向上させることを目的にワークショップが3カ月ごとに開催された。しかし、2013年12月以降、ワークショップが開催されていなかったことから、本プロジェクトの内容を理解してもらうこと、NISの進捗を確認すること、関係者のモチベーションを高めることを目的に、2014年10月末にワークショップを開催した⁴。

参加者は NIS に関与している内閣府の職員と 59 機関のフォーカルポイントで、内閣府が NIS の進捗と課題に関して発表した後、プロジェクトより本プロジェクトの枠組みが提示された。参加者は、NIS の実現に向けて倫理委員会とフォーカルポイントが果たすべき役割と、優先して実施すべき活動を議論した（詳しくは添付資料 6 を参照のこと）。

3.2 成果1「NISの行動計画が開発され、定期的に見直される」に関する活動

PDCA サイクルの最初のステップである NIS 計画と最後のステップである計画見直しに関する活動の実施状況は以下のとおり。

3.2.1 NIS 計画に関する活動

(1) NIS 実施に関する標準手順作業書の作成

⁴ 対象者約 80 人を 3 つのグループに分け、10 月 23、27、30 日に開催した。

各関係機関は、内閣府が作成した倫理委員会の共通 TOR（6 ページ参照）をふまえて、それぞれの環境に即した倫理委員会の TOR を作成するよう求められた。なお、フォーカルポイントの TOR は正式に決定していない。

NIIU とプロジェクトは、これまで NIS が円滑に実施されていないのは、倫理委員会やフォーカルポイントが実施すべき活動が明確でなく、フォーカルポイントは具体的に何をしたいかわからないからといった仮説をたて、倫理委員会とフォーカルポイントのすべき活動を列挙した標準手順作業書（Standard Operational Procedures、SOPs）の作成を検討することにした。まずは、NIIU 会合を開催し、内閣府の調整・改革担当次官、内閣府の職員に倫理委員会が実施すべき活動を列挙してもらった。会合の結果をふまえて、倫理委員会の業務フローを作成し、再度会合を持って内容を精査した。その後、業務フローをもとに SOPs を作成した。SOPs は後述する NIS 研修で配布されるとともに、2015 年 3 月に開催されたフォーカルポイントワークショップで再度配布され、内閣府から、倫理委員会は SOPs を参考に活動を行うよう指示があった。

SOPs は、NIS 実施の PDCA サイクルに基づいて、それぞれのステップで倫理委員会が行うべき活動、そこでフォーカルポイントが果たすべき役割を明記している（添付資料 7 参照）。加えて、苦情申立制度、情報公開制度、電子政府など重要な施策に関しても、倫理委員会が行うべき活動とフォーカルポイントが果たすべき役割が列挙されている。

(2) NIS 作業計画の作成

省庁は SOPs をふまえて、それぞれの NIS 作業計画を作成することになった。2013 年にも省庁は作業計画を作成したが、内閣府が提示した作業計画案をそのままコピーするなど、提出された作業計画の質は高いものではなかった。NIS 作業計画は年間計画とし、毎年計画を改定することとした。

1) 2015/16 年度版 NIS 作業計画

2015 年前半に、2015 年 1 月から 2016 年 6 月までの NIS 作業計画を作成した。本来なら予算年度に合わせて 7 月から翌年度の 6 月となるべきだが、2015 年 6 月より前に、既に NIS に関する活動が始まっていることから、2015 年 1 月をスタートとする計画を作成した。

NIS 作業計画は、省庁など関係機関共通の活動と各機関固有の活動で構成されている。共通の活動としては、倫理委員会の開催、フォーカルポイントの任命といった NIS 実施体制の整備に関する活動、啓蒙活動、能力開発に関する活動、苦情申立制度、情報公開制度といったアカウントビリティに関する活動、電子政府など業務改善に関する活動が列挙されている。それぞれの活動にはその実施期間、達成度を測る指標、実施責任部署/責任者を明記す

ることになっている（添付資料 8-1 参照）。活動の指標は、モニタリング時にそれぞれの活動の進捗を測る際に活用される。

2015 年 1 月に実施された NIS 研修で、NIIU が NIS 作業計画のひな形を発表するとともに、研修の枠内で実際に計画の作成を行った。3 月のフォーカルポイントワークショップでも、再度作業計画に関する説明があるとともに、早期策定への要請がなされた。提出された NIS 作業計画はプロジェクトが審査し、内容が不十分な場合は修正を依頼した。2015 年 8 月時点で、59 機関のうち 55 機関が計画を提出した。省庁はそれぞれの作業計画をウェブサイトにアップロードしている。ただし、いくつかの NIS 作業計画は依然質の改善の余地があった。一番の大きな課題は、NIS に掲載されているアクションが担当省庁の作業計画に掲載されていなかったことだ。

2) 2016/17 年度版 NIS 作業計画

2016/17 年度版 NIS 作業計画の作成はフォーマットの見直しから始まった。四半期ごとに 2015/16 年度版 NIS 作業計画の実施状況をモニタリングした際に、作業計画の質が低いとモニタリングの質も必然的に低くなることが観察された。フォーマットの主な見直し点は以下の 3 点である。

- ・ 作業計画にモニタリングシートを合体させた。前年度は別々に作成したが、作業計画の内容を無視してモニタリング指標を設定するなど、作業計画とモニタリングシートの整合性がとれていない例が見受けられたことが理由である。
- ・ NIS 文書に掲載されているアクションが作業計画に反映されるように留意した。前年度に NIS アクションの担当省庁が、NIS アクションを含めることなく、作業計画を作成していた。
- ・ NIS 作業計画と年間業績契約制度（Annual Performance Agreement、APA）の内容が重複しないようにした。省庁は NIS 作業計画と APA を同時に作成することになることから、二度手間とならぬよう、作業計画上の活動項目を調整した。

<参考：年間業績契約制度（Annual Performance Agreement、APA）>

省庁が毎年達成すべき業績目標を明確にし、その達成度を確認することで、各省庁がガバナンス改善、行政サービス向上に関する施策を確実に実施するようにすることが APA の目的である。内閣府と省庁は、省庁が達成すべき年間業績目標に関して合意し、契約として官房長官と各省庁の次官の間で署名を交わす。予算年度が終了したところで、目標の達成度を点数で確認する。署名や達成度の確認は首相の前で行われることから、省庁のコミットメントが必然的に高まる。

省庁が作成する年間業績目標は点数化され、各省庁が共通して取り組む事項に 15 点が配点

され、残り 85 点は省庁独自の事項である。前者に関しては、情報公開、苦情申立制度の実施といったガバナンス関連施策で構成されており、NIS 作業計画の策定と実施に 1 点ずつ配点されている。ある省庁が NIS 作業計画を策定し、計画を着実に実行した場合は 2 点加点される。逆に、作業計画を策定しなかった場合は、NIS に関する得点が 0 点となる。

見直されたフォーマット（添付資料 8-2 参照）は、2016 年 6 月にガイドラインとともに内閣府から関係機関に送付され、全ての機関が作業計画を NIU に提出した。NIU とプロジェクトがチェックリストを作成し、リストに基づいて内容を精査したところ、多くの作業計画が修正要であることがわかった。内容に関しては、NIS にあるアクションが、その担当省庁の作業計画から漏れている事例が多いこと、年間ターゲットや四半期ごとのマイルストーンの設定が適切でないといった課題であった。フォーマットに従って記載されていないといったコンプライアンスの欠如も見受けられた。作業計画が倫理委員会の議長の承認を得ていない省庁もいくつかあった。

NIU とプロジェクトは、前年度の第 4 四半期のモニタリングの確認と NIS 作業計画 2016/17 の質の向上を目的としたフォーカルポイントワークショップを 9 月末に開催した。NIU から第 4 四半期モニタリングの結果のまとめを発表したのち、参加者は NIS 実施に関する課題、その解決策に関して議論を行った。また、NIU は NIS 作業計画 2016/17 の問題点を指摘し、改善に向けたアドバイスを提供した。詳細は添付資料 9 を参照のこと。

(3) NIS 工程表（ロードマップ）

NIS には合計 115 のアクションが関係機関ごとに列挙され、短期、中期、長期に分類されている。ただし、最初にどのアクションを実施し、次にどのアクションが続くべきなのかといったアクション間のフローは示されていない。また、115 のアクションを同時に実施するのは不可能であることから、優先アクションを決め、当面は優先アクションの実施に注力するのが現実的である。ドナーからは、現行の NIS 文書では NIS が何を目指しているのか、いかに健全性が実現されるのかイメージが掴めない、NIS 実施支援を検討する際に拠り所となる計画が必要だといった声も聞かれた。

このような背景から、NIS 実現に向けた工程を明確にして、関係者間で共有することを目的に NIS 工程表を作成することになった。プロジェクト 1 年目に、NIS 実施体制の整備、透明性、アカウントビリティ、反汚職、倫理規範、公務員のインセンティブなどの分野で、優先アクションがどの組織によって、どのタイミングで実施されるのかを示す NIS ロードマップ案が作成された。しかし、NIU から NIS 全体のモニタリングにも活用できるようなロードマップにしたいといった要望があったことから、ドラフトを改訂することとした。2016 年 3 月に、NIS に掲載されている 115 のアクションを列挙し、その計画と進捗が一目でわかる

ようなロードマップドラフト第2版ひな型を作成した。NIIUは、8月にNISアクションの実施に責任をもつ21省庁を対象とした会合を開催し、ロードマップ完成に向けて必要な情報を提供するよう依頼した。2017年1月の時点では、2つの省庁を除いて、情報が寄せられた。完成されたロードマップは執行委員会に提出される予定である（添付資料10参照）。

3.2.2 課題

NIS作業計画に関する活動には若干の遅れが生じた、2015/16年度版、2016/17年度版ともに年度が開始されてから策定された。年度計画が新年度を迎えてから作成されることはバングラデシュでは珍しいことではなく、プロジェクトの成果の達成に悪影響を及ぼすようなことはなかった。

NISロードマップの最終化は、執行委員会の判断を待たなければいけない。執行委員会の議長は財務大臣で、メンバーには大臣レベルが多いことから、プロジェクトとして委員会会合を企画できるものではなかった。プロジェクトとしては、内閣府官房長官に対して財務大臣に働きかけるよう依頼し続けるしかなかった。

SOPsを作成し、倫理委員会とともにフォーカルポイントが果たすべき役割を明確にしたが、2016年5月に開催されたワークショップで、少なくないフォーカルポイントから彼らが何をすべきなのか明確でないといった声が上がった。SOPsが発表された後に、新たに就任したフォーカルポイントも少なくなく、SOPsの存在を認識していないことも理由と思われる。プロジェクトとしては、SOPsの内容もふまえて、フォーカルポイントのTORを作成し、NIIUに提出した（添付資料11参照）。プロジェクト・ディレクターと議論した結果、SOPsがあれば十分ということで、TORを最終化することは見送ったが、今後もフォーカルポイントから同様の声が聞かれることも想定される。今回作成したTORを再度確認することもあろう。

3.3 成果2「行政機関の効果的なNISの行動計画実施が促進され、行政機関の職員の間でNISに関する認知度が向上する」に関する活動

成果2を達成するために実施した活動を分類すると、NIS実施促進に関する活動、NISモニタリングに関する活動、能力開発に関する活動、広報に関する活動に分かれる。

3.3.1 NIS実施促進に関する活動

3.3.1.1 実施した活動

本プロジェクトでは、NIS文書にある115のアクションの実施そのものには関与せず、関係機関による活動の実施を促進することとしている。本プロジェクトでは数々のセミナーやワークショップを開催し、NISの概念や内容に関する関係者の啓もうなどを行ってきた。啓

もう活動と並行して、重要かつ緊急性のある NIS アクションを選び、その実施促進を行うことも計画した。

(1) フォーカルポイントワークショップ

プロジェクト計画では、59 機関のフォーカルポイントを対象としたワークショップを、およそ3カ月ごとに開催することとしていた。ワークショップの目的は、NIS に関する意識の向上、作業計画策定の促進、作業計画の実施モニタリングなどそのたびに異なる。59 人のフォーカルポイントに加えて、NIU のメンバー、内閣府の NIS 関係者が参加することから、毎回 80 人弱が参加した。人数が多いことから、3 回に分けてワークショップを開催する機会が多い。過去に開催されたフォーカルポイントワークショップの概要は表 3-1 のとおり。第3回と第8回のワークショップは、NIU ではなく ACC によって開催された。これは汚職防止に向けた省庁と ACC との連携強化の一環である。

表 3-1 開催されたフォーカルポイントワークショップ一覧

	日時	主な内容
第1回	2014 年 10 月 23、27、30 日	<ul style="list-style-type: none"> • NIS の進捗確認 • NIS 支援プロジェクトの紹介 • グループ討論 <ul style="list-style-type: none"> ・ 倫理委員会が実施すべき活動業務 ・ NIS 実施の優先項目 (添付資料 6 参照)
第2回	2015 年 3 月 16、18、19 日	<ul style="list-style-type: none"> • NIS 作業計画の作成状況の確認 • グループ討論 <ul style="list-style-type: none"> ・ 既に提出された作業計画を観察して、改善すべき点を議論 (添付資料 9 参照)
第3回	4 月 19、20、21 日	ACC 主催 <ul style="list-style-type: none"> • 汚職防止に向けて実施されている活動 • グループ討論 <ul style="list-style-type: none"> ・ ACC と省庁が協力できること ・ 汚職防止に向けた倫理委員会、フォーカルポイントの果たすべき役割 ・ 汚職防止に有効と思われる施策 (添付資料 12 参照)
第4回	7 月 1 日	日本のガバナンスに関する知識の共有 (第 1 回本邦研修結果の共有) (添付資料 13 参照)
第5回	10 月 6、7 日	<ul style="list-style-type: none"> • モニタリングに関する基礎知識の習得 • モニタリングガイドライン、モニタリングシートに関する説明 • グループ作業 <ul style="list-style-type: none"> ・ 演習：モニタリングシート記入 (添付資料 14 参照)
第6回	11 月 18 日	NIS 関連活動に関する進捗の確認 (新しく就任した官房長官の NIS に関する理解を深めることが目的) <ul style="list-style-type: none"> • NIS 進捗に関するプレゼンテーション

	日時	主な内容
		<ul style="list-style-type: none"> 意見交換 (添付資料 15 参照)
第 7 回	2016 年 4 月 10、12、13 日	<ul style="list-style-type: none"> 第 2 四半期モニタリング結果をふまえた、NIS 進捗の確認 グループ討論 <ul style="list-style-type: none"> 課題、その対応策に関する意見交換 グッドプラクティスの抽出 (添付資料 16 参照)
第 8 回	5 月 28 日	ACC 主催 <ul style="list-style-type: none"> ビジネスプロセス・リエンジニアリング (BPR) の紹介 グループ討論 <ul style="list-style-type: none"> 汚職防止に向けた BPR 適用の可能性 (添付資料 17 参照)
第 9 回	8 月 11 日	日本のガバナンスに関する知識の共有 (第 2 回本邦研修結果の共有) (添付資料 18 参照)
第 10 回	9 月 26、27 日、10 月 1 日	<ul style="list-style-type: none"> 第 4 四半期モニタリング結果をふまえた、NIS 進捗の確認 グループ討論 <ul style="list-style-type: none"> 課題、その対応策に関する意見交換 NIS 作業計画 2016/17 に関する技術指導、改善に向けた意見交換 (添付資料 19 参照)
第 11 回	12 月 7、8 日	<ul style="list-style-type: none"> 2016・17 年度第 1 四半期モニタリング結果をふまえた、NIS 進捗の確認 グループ討論 <ul style="list-style-type: none"> 課題、その対応策に関する意見交換

(2) 政府系研修機関向け NIS 実施促進活動

公務員の間には NIS を広めることを目的に、2015 年 4 月に政府系研修機関を対象としたワークショップを開催した。研修機関が NIS を理解し、様々な研修プログラムに NIS の内容を取り入れることで、多くの公務員が NIS の概念と内容を理解できるようになることが期待された。実際、2014 年 9 月に内閣府は研修機関に対して、すべての研修プログラムに NIS に関するコマを含むよう通達を出しており、この通達のフォローアップもワークショップの狙いであった。なお、このワークショップはプロジェクトの当初計画にはなかった活動である。

ワークショップでは、内閣府と研修機関の監督省庁である行政省 (Ministry of Public Administration) のスピーチの後、NIIU が NIS の概念と内容に関するプレゼンテーションを行うとともに、プロジェクトが 2015 年 1 月に開催された NIS 研修の内容を紹介した。参加者は、①NIS 実施促進に向けて研修機関、そして講師が果たすべき役割、②求められる研修コンテンツ、に関して議論を行った。(添付資料 20 参照)。

内閣府が、2016 年にフォローアップ調査を行ったところ、バングラデシュ公務員研修所 (Bangladesh Civil Service Administration Academy) など主要な政府系研修機関で NIS が研修

モジュールに組み込まれていることがわかった。しかし、国家計画開発アカデミー (National Academy for Planning and Academy) をはじめとする一部の研修機関では実施されていないといった指摘もあったことから、再度フォローアップを実施する必要がある。

(3) NIS 関係機関を対象としたセミナー

上述のように、公的機関だけではなく、NGO、メディア、民間セクターなども国家の健全性を実現に向けた関係機関と位置付けられている。NIIU とプロジェクトは、これらの非公的機関の NIS のコンセプト、コンテンツに関する理解を深め、健全性の向上に必要な活動を実施してもらうことを目的に、セミナーなどを開催した。

1) メディア向けセミナー

2014 年 11 月から 12 月にかけて実施されたベースライン調査で、一般国民の間で NIS が知られていないことがわかった。一般国民が NIS を理解するようになるためには、メディアが NIS の内容や NIS に関する政府の取り組み状況を理解し、国民向けに報道することが不可欠である。また、メディア自身も NIS を実現しなければいけない関係機関と位置付けられている。NIS の内容、政府の取り組み状況に関する理解を深めることともに、NIS の実現に向けてメディアが果たすべき役割を明確にすることを目的に、2015 年 5 月に内閣府とメディアを管轄する情報省 (Ministry of Information) によってセミナーが開催された (添付資料 21 参照)。

NIIU から NIS に関するこれまでの取り組みが紹介された後、情報省によってメディア関係者が実施すべき NIS 関連のアクションが提示された。その後の意見交換のセッションでは、メディアの参加者からは次のような意見が発表された。

- 透明性やアカウンタビリティに関する国民の要求は高まっている。NIS が存在しなかったとしても、行政機関はガバナンス改善に向けた取り組みを行わなくてはならない
- NIS の実現のために、メディアがすべきことは多い。メディア自体の健全性も問われている。プレスクラブ (The Press Council) やバングラデシュプレス機構 (Press Institute of Bangladesh) が果たすべき役割は大きい。ジャーナリスト個人の健全性も問われている
- NIS を実現するには、政党や政治家のコミットメントが不可欠である
- NIS は、貧困削減戦略ペーパーのように国民に広く配布することによって、有効な社会運動となりうる。ダッカだけではなく、地方の草の根への浸透を目指すべき
- 罰則だけではなく、適切な活動を正しく評価することも重要である

2015 年 9 月には、メディアを統括している情報省に属する実施機関 (Department) を対象に

したワークショップを開催した。メディアの健全性を促進するためには、放送、ラジオ、新聞、映画、出版などのメディアと常日頃接点のある組織が、NIS を理解し、健全性促進に向けてメディアを指導することが不可欠である。ワークショップでは、NIS の概念と内容が紹介されるとともに、これまでの進捗が共有された。情報省からは、省の作業計画の内容とその進捗が発表された。議論の詳細は添付資料 22 を参照のこと。

第 2 回メディア向け NIS セミナーは、2016 年 5 月に開催された。情報省が実施責任を持つ NIS アクションの進捗を確認するとともに、メディア関係者と意見交換を行った。第 1 回セミナーと比較して、NIS 自体への批判的な意見は少なく、メディア自らの健全性を確保した上で、政府の施策を厳しくチェックしていきたいといった建設的な意見が増加したように思える（添付資料 23 参照）。

2) NGO 向けワークショップ

NGO は NIS を実現するための関係機関の一つとして位置づけられ、NGO 自体が実施すべきアクションが NIS に示されている。2013 年 3 月に開催された NIAC の会合では、NGO の健全性を高めるためのガイドラインを策定することが決められた。NGO 業務局(NGO Affairs Bureau) は、NGO の間に NIS を広めるためのイベントを独自に実施するとともに、ガイドライン作成に向けた活動を行っている。NGO との対話を通じてガイドラインのドラフトが作成されたことから、2015 年 8 月に、内閣府と NGO 業務局が共催でワークショップを開催することになった。目的は、健全性確保に向けて NGO の意識を高めること、NGO 向けガイドライン案に関して議論を行い、NGO が実施すべき活動を明確にすることであった。

ワークショップでは、まず NGO 業務局がガイドライン案を説明した。ガイドライン案は 6 つのアクション、①政策や重要なプログラムに関して政府と市民社会の対話を促進する、②NGO 組織の透明性の向上、③NGO 組織の内部コントロールシステムの確立、④NGO 組織への統一的な会計・監査システムの導入、⑤透明性のある任用に関する政策や規則の導入、⑥政府と NGO の業務の重複排除—で構成されている。意見交換の際には、NGO から以下のようなコメントが出された。

- 省庁間の折衝や議会での法制定プロセスで、NGO との対話があると有効
- NGO 自体の健全性が欠かせない。ガイドライン案が NGO との対話を通じて作成されたのは適切なアプローチであった
- NGO は住民サービスの向上に大きく貢献してきたが、ガバナンス改善や反汚職に関してもアクションを起こすべき
- 草の根レベルに浸透することが重要。地方で活動するにあたって、県長官やウパジラの長の支援があるとより効果的になるであろう

参加者は 6 つのグループに分かれ、上記のガイドライン案の実行に向けて必要な活動に関して議論を行った（添付資料 24 参照）。2 回目のセミナーを 2016 年 6 月に計画したが、NGO 業務局と相談したところ、法律改正を巡って業務局と NGO との関係が悪化していたことから、そのタイミングでセミナーを開催することに消極的である旨の発言があった。プロジェクト実施期間中にはセミナーを 1 回開催したのみである。

3) 教育機関向けセミナー

8 月 26 日に開催されたプロジェクトの合同調整会議で、前官房長官より教育機関を対象としたセミナーを早期に開催するよう指示があったこともあり、9 月 17 日にセミナーを開催した。その目的は、健全性を促進する意義を理解してもらい、教育機関自らが実施すべき活動を検討してもらうこと、NIS 全体の円滑な実施に向けてインプットを得ることであった。内閣官房長官と教育省次官が共同議長となり、官房長官による NIS のコンセプトの紹介に続き、NIIU スタッフから NIS の内容とこれまでの進捗、教育省のフォーカルポイントから NIS の実現に向けた教育機関の果たすべき役割に関してプレゼンが実施された。

参加者からは、NIS はイスラム教の教えと一致している、生徒の認知発達を NIS に沿って行う必要がある、健全性はバンガラ文化の一部であるが、なぜ順守されていないのかを分析する必要があるといった意見が出された。NIS の実施促進に関しては、映像資料を作成する、県で NIS に特化した委員会を設置し、県における NIS の活動を促進する、NIS に関する記念日を設け、エッセイ募集やディベートを実施するといったアイデアが提示された（添付資料 25 参照）。

4) 民間セクター向けセミナー

民間セクターも NIS の実施機関の一つであることから、プロジェクト開始時より商業省に民間セクター向けセミナー開催を働きかけてきた。コンセプトノートを作成し、商業省次官からセミナー開催の了解を得たものの、開催に向けて商業省がイニシアティブを発揮することはなかった。プロジェクトとしては、商業省を通じたセミナー開催を断念こそしなかったが、民間セクターと関係の深い歳入庁（National Board of Revenue）にアプローチし、民間セクターを対象としたセミナーを開催することで合意した。

2016 年 3 月 5 日に開催されたセミナーには、商工会議所や産業別組織の代表などが民間セクターの代表として参加した。内閣府から NIS のコンセプト、コンテンツ、その進捗に関するプレゼンテーションがあったのち、歳入庁が国家健全性の確立に向けて歳入庁が取り組んでいること、民間セクターに期待する活動を発表した。オープンディスカッションでは、参加者が現場で発生している汚職の現状に関する報告があったとともに、行政と民間がそれぞれ果たすべき役割、行政と民間の連携促進などに関して議論があった。（添付資料 26 参

照)。

(4) 県 NIS セミナー

県レベルの行政官に NIS を広めるために、プロジェクトが予定していたのは、県長官(Deputy Commissioner)を対象としたセミナーとパイロット県におけるセミナーの開催であった。前者に関しては、多忙である 64 人の県長官を招集するのは難しいこと、県長官が所属する管区外に出るには管区長官(Divisional Commissioner)の許可を得る必要があることから、実施を断念した。後者に関しては、2015 年 11 月にガジプール県、2016 年 1 月にシレット県、2 月にコックスバザール県で NIS セミナーを開催した。いずれのセミナーでも行政機関の職員や地方政治家だけではなく、市民社会、メディア、民間セクター、教育機関の代表者を招待した。シレット県とコックスバザール県では、同じ管区に属する県長官も参加した。これは実施を断念した県長官を対象としたセミナーの代替でもあった。セミナーの内容は、内閣府から NIS のコンセプト、コンテンツ、その進捗を発表し、参加者が国家健全性の確立に向けて何を実施すべきか意見交換を行うといったものである。パイロットセミナーを 3 回開催し、その形式が確立した後は、内閣府がバングラデシュ政府の予算で、各地でセミナーを開催している。2017 年 1 月までに 21 回セミナーを開催し、6 月までに 12 回開催する予定である。なお、内閣府は 2016 年 11 月に、県レベルの地方事務所で倫理委員会を設置するよう通達を発令した。

(5) 健全性に関する表彰制度

内閣府は省庁に対して、NIS 実施への貢献が著しい行政官を表彰するよう要請し、NIS 作業計画にも表彰を含めるよう指導してきた。省庁から、表彰の基準や賞金額などを内閣府に決めてほしいという要請があったことから、内閣府が制度設計を行った。表彰者には給与 1 カ月分を賞金として支給することから、財務省との協議が必要であるが、2017 年 1 月 17 日のプロジェクト運営委員会の会合で、官房長官から財務省に対して必要な財源を確保するよう指示が出された。財務省から了解が得られ次第、内閣府は表彰制度に関するガイドラインを作成する予定である。

3.3.1.2 課題

表 3-2 にワークショップ、セミナーに関する計画と実績の比較を示した。政府系研修機関を対象としたワークショップのように、予定外のイベントを開催する一方で、実施できなかったイベント、実施回数が予定より少なくなったイベントもある。

表 3-2 セミナー・ワークショップ計画実績対比表

セミナー・ワークショップ名	当初計画回数	実施回数
フォーカルポイントワークショップ	8回	10回
政府系研修機関向けワークショップ	計画なし	1回
NGO 向けワークショップ	4回	1回
メディア向けセミナー	4回	3回
教育機関向けセミナー	2回	1回
民間セクター向けセミナー	2回	1回
県長官を対象としたセミナー	1回	0回
県を対象としたパイロットセミナー	3回	3回
省庁高官を対象としたセミナー	2回	0回

実施ができなかったイベントとしては、省庁高官を対象としたセミナーが挙げられる。セミナーを企画した背景には、フォーカルポイントから上司である次官など高官からの支援がないと NIS に関する活動を促進することが難しいといった声が上がったことがある。2015 年 8 月にプロジェクトはセミナーのコンセプトをまとめ、前官房長官もその開催を承諾したが、前長官が退任することが決まったため、開催が延期となってしまった。その後も、内閣府に継続して開催を働きかけてきたが、実現しなかった。その代替として、第 2 回グッドプラクティスセミナーに各省庁の次官を招待した。県長官を対象としたセミナーを開催しなかった理由は上述のとおりである。

非政府機関を対象としたセミナーはいずれも開催回数が計画を下回った。関係省庁と議論した結果、1年に1回程度開催するのが適切と判断するに至ったことが理由である。その代替として、後述のグッドプラクティスセミナーでは、NGO、メディア、民間セクター、教育機関の代表も招待した。また、県での NIS セミナーにも、これらの機関の代表が参加している。

3.3.2 NIS モニタリングに関する活動

3.3.2.1 実施した活動

(1) モニタリングガイドライン、モニタリングシートの作成

モニタリング活動には、①省庁が作成した NIS 作業計画の実施状況に関するモニタリング、②NIIU がとりまとめる NIS 全体の進捗に関するモニタリング—の 2 つがあるが、前者のモニタリングに関する活動を主に行った。2015 年 7 月には、ほとんどの省庁が NIS 作業計画を作成したことから、プロジェクトは 8 月にモニタリング活動に関するガイドラインを作成するとともに、省庁が共通して使用するモニタリングシートを開発した。ガイドラインは

SOPs をふまえ、モニタリングの業務フローを示し、倫理委員会とフォーカルポイントが何をすべきかを示している（添付資料 27 参照）。モニタリングシートは、NIS 作業計画のフォーマットにモニタリング結果を記載する欄を追加したものである。シートに実績を記入することで、計画と実際のギャップがわかるようになっている（添付資料 28）。なお、NIS 作業計画は、予算年度に合わせて毎年 7 月から翌年 6 月までの計画であることから、モニタリングは 9 月、12 月、3 月、6 月（四半期ごと）に実施される。2016/17 年度からは、上述のように、NIS 作業計画とモニタリングシートを合体させた。

(2) モニタリングの実施

モニタリングの実施に向けて、フォーカルポイントワークショップを 2015 年 10 月に開催した。このワークショップでは、モニタリングガイドラインを提示し、モニタリングシートの記入方法を説明するとともに、ダッカ大学の教授を招へいし、モニタリングの意義などの基本的な知識に関する講義を行った。

2015/16 年度第 1 四半期のモニタリングシートは 2015 年 11 月に提出されたが、その内容が十分でないため、2016 年 1 月に NIU が関係機関を招集し、各機関に対してそれぞれの修正点を指摘した。2016 年 1 月から 2 月にかけて行われた NIS 研修でも、参加者であるフォーカルポイントに対して、モニタリングシートの記入に関する講義を行った。

NIU は、提出された第 2 四半期のモニタリングシートを 3 月にアセスメントし、4 月にフォーカルポイントワークショップを開催した。NIS 作業計画の進捗を参加者間で確認するとともに、フォーカルポイントが直面している課題を把握し、その対応策を検討した。また、グッドプラクティスに関しても参加者から報告してもらった。ワークショップ結果をふまえて、プロジェクトは第 2 四半期モニタリング報告書をドラフトし、NIU に提出した。

第 3 四半期に関しては、提出されたモニタリングシートをプロジェクトが集計し、NIU に提出した。第 4 四半期も同様に、プロジェクトがモニタリングシートを集計し、NIU がフォーカルポイントワークショップの場で、モニタリング結果を発表した。2016/17 年度の第 1 四半期のモニタリング結果は、2016 年 12 月のフォーカルポイントワークショップで共有された。なお、このワークショップは、プロジェクトの持続性を確保する観点から、内閣府が独力で計画、実施を行うこととし、プロジェクトからの支援は会議費の提供にとどめた。

なお、プロジェクトは、モニタリングシートを効率よくアセスメントすることを目的としたチェックリストを作成し、NIU と共有した。

3.3.2.2 課題

NIU がモニタリングシートを期日までに提出するようレターを送っても、全ての機関が提

出するわけではない。第3四半期の提出率は約60%と第2四半期よりも低下した。NIIUが何度も催促しなければならないのが現状である。

59の関係省庁から提出されたモニタリングシートを適切にアセスメントするにはNIIUの人数が少な過ぎる。第2四半期に関しては、NIIUのメンバー以外にも、内閣府の調整・改革局の職員全員がアセスメントに参画し、担当を決めたうえでそれぞれの担当省庁のモニタリングシートをアセスメントすることとした。しかし、職員の人事異動もあり、このシステムは持続されていない。

四半期モニタリングを目的としたフォーカルポイントワークショップは、フォーカルポイント同士、そしてフォーカルポイントとNIIUとの間の意見交換の場として有効である。また、モニタリング報告書を作成する際に必要な情報を収集できるような議題設定をしている。課題としては、59人のフォーカルポイントを3回に分けて会合を開催しても、参加人数が多く、各機関が抱える課題まで深く議論ができていないことがある。ある省庁が予定通り活動ができなかった、目標とした指標を達成できなかった場合、その理由に関してNIIUと議論し、対応策を検討するといったコンサルテーションが必要であるが、また、NIIUがプロジェクト終了後も自律的にワークショップを開催できるかといった持続性に関しては、NIIUはワークショップ運営に関する技術的なスキルとノウハウを2年間のプロジェクト活動を通じて習得しており、2016年12月開催された第11回ワークショップは内閣府が独力で開催した。一方、必要な予算を確保できるかといった財政面での持続性は依然として課題である。

今まで作成されたモニタリング報告書は、内閣府から承認を得た後に、執行委員会に提出されるべきものだが、今まで実施されていない。NIS文書では、関係機関が進捗をNIIUに提出し、NIIUは進捗を取りまとめて執行委員会に報告するとされている。

3.3.3 能力開発に関する活動

3.3.3.1 実施した活動

NIS実施に関するPDCAサイクルの確立に必要な能力の開発を目指した活動を行ってきた。研修には、バングラデシュ国内で実施した研修と本邦研修がある。

(1) バングラデシュ国内の研修

1) NIS研修

i. 研修の概要・目的

2015年1月と2016年1月に、NISの概念や内容を正しく理解するとともに、NIS実施に必要な技術を身に付けることを目的とした研修を実施した。対象者は、NIIUスタッフ、内閣

府で NIS 活動に関与している行政官⁵、省庁のフォーカルポイントなど計約 80 人である。対象人数が多いことから、80 人を 3 つのグループに分け、1 年目は各グループ 5 日間、計 15 日間、2 年目は各グループ 4 日間、計 12 日間にわたって研修を行った。

研修を企画する際に留意したことは、単に NIS の内容紹介にとどまらないようにすることだ。内容紹介ならフォーカルポイントワークショップで行える。NIIU スタッフやフォーカルポイントがそれぞれの TOR を実施するために必要な能力を習得してもらうよう研修プログラムを作成した。計画作成やモニタリングに関する知識や技術を身に着けた後、実際に NIS 作業計画をドラフトするといった、知識や技術を実践する場を設けた。

2 年目は当然のことながら 1 年目とは異なる内容としたが、一方で新たにフォーカルポイントとなった職員も 20 人以上いたことから、新たに就任したフォーカルポイントには 3 日間の追加研修を実施し、ガバナンスや NIS に関する基礎知識の習得を目指した。

ii. 実施方法

研修の実施は、バングラデシュ公務員研修所 (Bangladesh Civil Service Administration Academy, BCSAA) に委託した。BCSAA に委託した理由は以下のとおり。

- 研修の対象である行政職の研修に特化した唯一の研修機関である。行政職が置かれている環境、行政職が必要としている技術を熟知していることから、効果的な研修を実施できる
- ガバナンス、反汚職分野での研修実績が十分あることから、経験をふまえて有効な研修カリキュラムを策定することができる。また、これらの分野で講師を務められる人材を確保しやすい
- BCSAA は官庁街から近いことから、研修参加者は研修終了後に省庁街に戻り、通常業務に従事することができる。講師を集める際にも、交通の便がいいことから適切な人材を集めやすい

ただし、BCSAA は施設の提供、講師との連絡、出欠の確認、修了書の発行など研修運営に関する経験を多く有するものの、研修ニーズを把握し、研修モジュールやカリキュラムを作成するといったこと技術的なことは実施していない。今回の研修も、プロジェクトが研修モジュールとカリキュラムの作成、講師の選定を行ってから、BCSAA が研修準備を進めた。再委託したとはいえ、プロジェクトの負担は大きなものであった。

iii. 研修内容

⁵ 上述のように、内閣府調整・改革局の行政官全員が、NIS 関連の活動に従事することになったことから、局に所属する行政官の知識と技術を高める必要があった。

1年目の研修は、フォーカルポイントが、NIS やグッドガバナンスの概念を理解し、内閣府が作成した業務手順書に基づいて活動を行えるようになることが目的であった。その背景には、フォーカルポイントがガバナンスの基礎知識を理解しているわけではないこと、NIS に関しても関連文書に目を通したことがないフォーカルポイントが少なくないことが、フォーカルポイントワークショップでの議論を通じてわかったことがある。研修プログラムは、①NIS、グッドガバナンス、反汚職に関する理解促進、②NIS 実施促進に必要な技術の習得、③NIS の主要な活動に関する理解促進、④グッドプラクティスの視察、⑤演習一で構成された。具体的な研修内容は以下のとおり。ただし、研修時期にホルタルが継続的に発生したため、予定していた講師が参加できなくなり、研修内容を変更せざるを得ないこともあった。研修で使われたマテリアルは添付資料 29 参照のこと。

表 3-3 2015 年 NIS 研修内容

プログラム	講座名	主な内容
NIS、グッドガバナンス、反汚職に関する理解促進	グッドガバナンスと NIS	<ul style="list-style-type: none"> ガバナンス、グッドガバナンスの定義 NIS とは NIS をどのように機能させるのか 国家健全性の確立に向けて行政官の果たすべき役割
	健全性とは	<ul style="list-style-type: none"> 個人レベルの健全性 組織の健全性 国家の健全性
	NIS に関する世界的潮流	<ul style="list-style-type: none"> 他国での取り組み状況、成功事例 バングラデシュへの教訓
	健全性とリーダーシップ	<ul style="list-style-type: none"> NIS 実現に向けた行政職公務員が果たすべき役割 フォーカルポイントの役割
	汚職防止	<ul style="list-style-type: none"> 汚職、汚職防止の定義 反汚職委員会 汚職防止に関する対策
	汚職と人権	<ul style="list-style-type: none"> 人権の定義 汚職が人権にどのような影響を与えるのか
	汚職防止と市民社会	<ul style="list-style-type: none"> 汚職防止に向けて市民社会の果たすべき役割（メディア、NGO、民間ビジネス）
	バングラデシュ開発計画	<ul style="list-style-type: none"> バングラデシュにおける開発のコンセプト これまでの開発計画の概要
NIS 実施促進に必要な技術の習得	戦略的計画と PDCA サイクル	<ul style="list-style-type: none"> 戦略的計画の定義 PDCA サイクルとは
	ガバナンスと戦略的マネジメント計画	<ul style="list-style-type: none"> 戦略的マネジメント計画のコンセプト 関係者分析、SWOT 分析
	業績に基づくマネジメント	<ul style="list-style-type: none"> 業績に基づくマネジメントとは 業績指標 年間パフォーマンス契約
NIS の主要な活動に関する理解促進	情報への権利（Right to Information Act and Rules）	<ul style="list-style-type: none"> 法律の内容 実施の状況
	苦情申立制度	<ul style="list-style-type: none"> 目的と原則 制度の機能 運営サイクル
	NIS 広報戦略	<ul style="list-style-type: none"> 広報の重要性 広報実施に向けた準備 NIS の広報戦略

プログラム	講座名	主な内容
グッドプラクティスの視察		バングラデシュ中央銀行訪問
演習		NIS 作業計画の作成

2年目は、NIS 関連活動の進捗もふまえ、フォーカルポイントの役割を再確認しつつ、研修を企画した。フォーカルポイントは、アカウンタビリティ関連施策の実施を促進すること、NIS 作業計画の実施状況をモニタリングすること、組織内のグッドプラクティスを支援することが求められることから、NIS やグッドガバナンスに関連する科目に加えて、アカウンタビリティ関連施策を理解すること、モニタリング実施能力を向上させること、グッドプラクティスを理解することを目的とした科目を追加することとした。また、2015 年の研修以降にフォーカルポイントに就任した行政官が 20 人以上いたことから、ガバナンスや NIS に関する知識を習得するために、3 日間の追加講義を実施した。具体的な研修内容は以下のとおり。研修で使われたマテリアルは添付資料 30 参照のこと。

表 3-4 2016 年 NIS 研修内容

プログラム	講座名	主な内容
NIS、グッドガバナンス、反汚職に関する理解促進	持続可能な開発とグッドガバナンス	<ul style="list-style-type: none"> 持続可能な開発の概要 持続可能な開発でのガバナンスの位置づけ
	グッドガバナンスと行政改革	<ul style="list-style-type: none"> バングラデシュで過去に実施された行政改革の事例 課題と今後の展望
	倫理とグッドガバナンス	<ul style="list-style-type: none"> 倫理に関する著名人の発言 グッドガバナンスの定義
	グッドガバナンスとリーダーシップ	<ul style="list-style-type: none"> リーダーシップ、アカウンタビリティ、グッドガバナンス
	グッドガバナンスとリーダーシップ(2)	<ul style="list-style-type: none"> 銀行業界のガバナンス バングラデシュ中央銀行の取り組み
	反汚職に向けたコミュニティの役割	<ul style="list-style-type: none"> 汚職の定義 汚職防止のツール、課題
	反汚職とメディア	<ul style="list-style-type: none"> 反汚職におけるメディアの役割
	ボトムアップアプローチによる反汚職	<ul style="list-style-type: none"> 社会的アカウンタビリティの枠組み、ツール 事例紹介：公聴会
	汚職とコミュニティの役割	<ul style="list-style-type: none"> 汚職の原因 汚職防止に向けて市民社会の果たすべき役割（メディア、NGO、教育機関）
	汚職の人権、民主化への影響	<ul style="list-style-type: none"> 汚職と人権 歳入庁の戦略
	監視機関の健全性	<ul style="list-style-type: none"> 反汚職委員会など監視機関の健全性を確保する施策の紹介 課題
	人権に基づくグッドガバナンス	<ul style="list-style-type: none"> ガバナンスの定義 通常のグッドガバナンスと人権に基づくグッドガバナンスの違い
NIS の主要な活動に関する理解促進	NIS ロードマップ	<ul style="list-style-type: none"> ロードマップのコンセプトと内容 活用方法
	倫理委員会の標準作業手順書、NIS 実施に関する	<ul style="list-style-type: none"> 標準作業手順書の紹介 NIS 実施に関する PDCA サイクルの紹介

プログラム	講座名	主な内容
	PDCA サイクル	<ul style="list-style-type: none"> フォーカルポイントの役割
	行政サービスプロセスの簡素化	<ul style="list-style-type: none"> 簡素化の取り組み状況 課題と今後の展開予定
	業績に基づくマネジメント	<ul style="list-style-type: none"> 施策が導入された背景、例) APA 進捗と課題
	市民憲章	<ul style="list-style-type: none"> コンセプト、原則、市民憲章の内容 実施枠組み
	電子政府とガバナンス	<ul style="list-style-type: none"> 電子政府関連施策 進捗と課題
	内部通報者保護制度	<ul style="list-style-type: none"> 制度の概要と実施状況 課題
	グッドプラクティス調査結果の共有	<ul style="list-style-type: none"> 事例紹介 成功要因の分析
演習	NIS 作業計画のモニタリング	<ul style="list-style-type: none"> モニタリングシートの改訂

表 3-5 2016 年 NIS 研修 追加講義内容

プログラム	講座名	主な内容
NIS、汚職防止、ガバナンス施策に関する理解促進	NIS のコンセプトと世界的な潮流	<ul style="list-style-type: none"> NIS とは 他国での取り組み状況、成功事例
	NIS 他国事例	<ul style="list-style-type: none"> マレーシア、シンガポール、香港での取組事例 バングラデシュへの教訓
	グッドガバナンスと開発への汚職の影響	<ul style="list-style-type: none"> 汚職の定義とその原因 汚職によって生じるコスト
	汚職防止に関する施策	<ul style="list-style-type: none"> 反汚職委員会の紹介 バングラデシュでの汚職防止の取り組み状況
	アカウンタビリティ概論	<ul style="list-style-type: none"> アカウンタビリティの定義、種類 アカウンタビリティ実現に向けた戦略
	汚職と人権	<ul style="list-style-type: none"> 人権の定義 汚職が人権にどのような影響を与えるのか
	情報公開制度	<ul style="list-style-type: none"> Right to Information の紹介

iv. 成果

研修最終日に研修評価を実施したところ、1年目の方が研修参加者の評価は高かった。1年目の参加者の評点は、すべての科目で100点満点中84点以上であったに対し、2年目は4つの科目の評点が80点以下であった。

2) モニタリング研修

3.3.1.1 で述べたように、NIS 作業計画を効果的にモニタリングできるよう 2015 年 10 月に研修を実施した。

3) 汚職防止研修

3.3.1.1 で述べたように、ACC がフォーカルポイントに対して、汚職防止に関するコンセプトや潮流、ビジネスプロセス・リエンジニアリングに関する講義を行った。

4) 本邦リソースによる研修

本プロジェクトでは、日本の有識者がバングラデシュを訪問する際に、内閣府職員やフォーカルポイントに対して講義を依頼することとなっていた。2015年8月に同志社大学の小山田英治教授が、JICA 業務の一環としてダッカを訪問された際に、ガバナンスや反汚職に関する知識を深めるために半日間の研修を実施した。

① 研修の概要・目的

2015年1月のNIS研修で、ガバナンスや反汚職に関する基礎知識を習得し、6月に実施した本邦研修では、日本のガバナンスシステムが紹介された。内閣府からその他の国におけるグッドガバナンスや反汚職に関する取組を知りたいとの希望があったことから、小山田教授と相談のうえ、「国家健全性と反汚職に関する世界的な潮流（Global Trend of National Integrity and Anti-corruption）」をテーマに研修を行うこととした。ガバナンスや反汚職に関する基礎を確認するとともに、第三国が実施している取組を理解し、NIS実施への教訓を得ることを目的とした。

② 実施方法

対象者はNIUをはじめとする内閣府職員、フォーカルポイントで、約80人である。人数が多かったことから、2つのグループに分け、半日の講義を2日にわたって行った。

③ 研修内容

小山田教授がプレゼンテーションを行い、適宜参加者が質問した。プレゼンテーションの主な内容は、①人間開発とグッドガバナンス：民主的なガバナンスの推進、②開発における反汚職の優先度：一般市民は汚職を問題視している、③汚職の概念：国によってその概念は多少異なる、④汚職による経済損失、⑤汚職指標の紹介、⑥民間セクターにおける汚職：そのインパクト、⑦公的セクターにおける汚職：公務員を取り巻く環境、そのモラル、⑧プロジェクトにおける汚職、⑨反汚職が失敗する原因、⑩透明性とアカウンタビリティを確保するためのツールであった。参加者からは、汚職が経済成長を阻害している、適切な公務員人事やグッドプラクティスへの表彰などインセンティブが必要、反汚職には言論の自由が不可欠、立法や司法の健全性をなくして反汚職は実現されない、IT活用による汚職対策の有効性が議論されたが、ITを活用する職員の健全性が確保されていないと意味がない、といった意見が寄せられた。詳しくは添付資料31を参照のこと。

(2) 本邦研修

1) 研修の概要・目的

2015年6月と2016年7月に本邦研修が実施された。バングラデシュ政府はグッドガバナンスに向けた諸政策を導入してきたが、その実施は十分とは言えない。日本でどのようなグッ

ドガバナンスを目的とした施策が導入され、成果を上げてきたのか、一方どのような課題を抱えているのかを理解することは、NIS をいかに有効に実現するかを考察する際に有用である。特に、日本政府によるグッドガバナンス政策に関する実施の仕組みを理解することは、政策の実施が疎かになりがちなバングラデシュ政府にとって参考になるはずである。同時に、NIS 実現に向けた有効な実施体制のあり方を考える機会となることも期待された。

研修参加者は、1 回目は内閣府の調整・改革担当次官をはじめ内閣府職員 4 人、ACC 高官 1 人、選抜されたフォーカルポイント 2 人、計 7 人であった。2 年目は担当次官など 4 人の内閣府職員、ACC 高官 1 人、5 人のフォーカルポイントが参加した。フォーカルポイントの選抜は、これまで NIS に関する活動を積極的に実施してきた点が考慮された（添付資料 32 参照）。

2) 実施方法

講義の実施は、JICA が政策研究大学院大学（National Graduate Institute For Policy Studies、GRIPS）に委託した。GRIPS は今まで NIS 支援に関与してきた。2013 年 4 月に、GRIPS の恒川恵市副学長（当時）がバングラデシュに渡航し、官房長官など政府高官との意見交換、地方行政の現場を視察し、NIS の実現に向けた提言を行った。本プロジェクトのデザインもその際の提言をふまえたものである。2013 年 10 月に前官房長官を本邦へ招聘した際には、JICA 理事長への表敬、内閣官房副長官補との面談などとともに、GRIPS にて恒川副学長との意見交換、堀江正弘教授による講義が実施された。この講義が官房長官から高い評価を得たことから、GRIPS で本邦研修を実施することとなった。なお、講義は堀江教授によって行われた。1 年次の研修の評価が参加者から高かったことから、JICA は 2 年次も GRIPS に委託した。

3) 研修内容

研修は、①堀江教授による講義、②総務省と人事院訪問、意見交換、③ワークショップ、④その他、で構成された（1 年次、2 年次の研修プログラムは添付資料 33 を参照のこと）。プログラムの概要は以下のとおり。

① 堀江教授による講義

グッドガバナンスの定義を確認した後に、アカウントビリティの概念に関する説明があった。反汚職施策に関する世界的な傾向も紹介された。次に、日本の行政、立法、司法システムに関する説明があった後、行政評価、行政不服審査制度、行政相談員制度、情報公開制度といったグッドガバナンス関連の制度、公務員倫理法・規則など汚職防止に関する制度が紹介された。加えて、グッドガバナンス実現に向けた公務員の役割に関して、教授の経験をふまえた説明があった。一連の講義によって、総務省、人事院を訪問する際の基礎知識を身に

着けることができた。

② 総務省と人事院訪問、意見交換

総務省行政管理局と行政評価局を訪問し、行政評価、行政不服審査制度、行政相談員制度、情報公開制度といったグッドガバナンス関連施策の実施システムに関する説明の後に、意見交換が行われた。人事院では、公務員倫理法・規則が策定された背景、内容、実施システム、実施状況に関して説明を受けた後、意見交換が行われた。

③ ワークショップ

堀江教授と研修参加者間で、グッドガバナンスや反汚職を実現するために必要な活動に関して議論が行われた。主な議論の論点は以下のとおり。

- 優秀な人材を集めるため、そして犯罪に手を染めることを防ぐためにも、社会における公務員への尊敬を高めることが必要。相応しい給与を確保することも重要である
- 清廉な公務員は孤立するのではなく、まわりから評価され、保護されなければいけない。賞を授与することなどを考慮すべき
- 規則は精巧でなければいけないが、同時にわかりやすくなければいけない。そうすることで、国民の誰もが規則を理解できるようになるし、汚職が発生する余地が少なくなる。規則が適切に守られているかも明白になる
- 新たな規則を導入する際には、広報やウェブサイト上でその内容を公表するだけでは十分でない。マニュアルやハンドブックの作成、Q&A 集の作成、セミナーの開催、研修の実施といった対策を講じる必要がある
- 政策を実行するには、メディアや民間セクターといった政府外部の協力を得る必要がある

④ その他

GRIPS での講義の前には、プログラムオリエンテーションを行い、研修の目的を再確認するとともに、参加者それぞれが研修に何を期待しているのか、何を学びたいのかを発表した。また、JICA 本部を表敬訪問し、本プロジェクトを成功させることで、プロジェクトのフェーズ II につなげることが双方によって確認された。2 年次は、GRIPS での研修をふまえて、参加者間で直面する課題に関する分析、今後実施すべき活動に関する議論を行った後、第 2 フェーズのプロジェクト活動内容を精査した。

4) 本邦研修結果共有セミナー

第 1 年次、2 年次ともにフォーカルポイントを対象とした、本邦研修の成果を共有するセミナーが開催された（添付資料 13、18 参照）。本邦研修の参加者が、日本のグッドガバナンス

や汚職防止に関する施策の概要を説明し、いかにこれらの施策が実施されているのか、確実に実施するための仕組みなどを紹介した。

セミナー参加者からは、日本と比較してバングラデシュでは、法律や規則の整合性が確保されていない、法律や規則があっても適切に実施されていないといった問題点が指摘された。

3.3.3.2 課題

プロジェクト期間中に実施した研修は表 3-6 のとおり。計画したが実施されなかった活動として、NIS 実施促進研修がある。この研修は、内閣府が NIS 活動の一環としてパイロット的に取り組むことになっていた、食品汚染、土地管理、情報公開に関する課題解決に向けて、総合的品質管理（Total Quality Management : TQM）手法を適用することを目的としたものであった。しかし、TQM 手法が現場レベルで適用しやすいものである一方、内閣府の取り組みは政策レベルが主であること、またこれらのパイロット活動が予定どおり実施されていなかったことから、JICA とも相談し、研修を実施しないこととした。その分、NIS 実施促進として、苦情申立制度に関する研修など内閣府のニーズを確認したが、具体的な案が提出されなかったことから、研修の実施には至らなかった。

表 3-6 研修実施・予定表

研修名	計画	実績	
		1 年次	2 年次
NIS 研修	9 日	5 日	4 日（新たに任命されたフォーカルポイントへの 3 日間の追加研修あり）
モニタリング研修	予定なし	0 日	1 日
汚職防止研修	予定なし（NIS 研修の一部としていた）	1 日	1 日
日本の有識者による研修	4 日	1 日	0 日
本邦研修	10 日/年	10 日	10 日
本邦研修結果共有セミナー	予定なし	1 日	1 日
NIS 実施促進研修	4 日	0 日	0 日

3.3.4 広報に関する活動

本プロジェクトで実施した広報活動は、行政官を対象とした広報活動と一般国民を対象とした活動で構成されている。

3.3.4.1 実施した活動

本プロジェクトの期間は 2 年間と短いことから、省庁の行政官の NIS に関する理解を高めることを第一の目標とした。しかし、一般国民の NIS に対する認知度を高めることを排除しているわけではなく、この 2 年間は行政官を広報活動の直接の対象としつつ、一般国民への広報も中長期的な取り組みとして実施した。

(1) 広報戦略策定

上記の方針をふまえて 2015 年 1 月に広報戦略案を策定した。戦略案では、広報の目的として下記の 3 点を掲げた。これらの目的は、時系列的に実現されることを想定した。まずは行政官の間の NIS に関する認識を高め、NIS 実現に向けた活動を実施する。その活動状況を一般国民に広めることで全国的な NIS の知名度を高める。そして一般国民自らが施すべき NIS 関連活動を認識してもらうといったステップである。

行政官の間で NIS の内容、NIS 実現に向けて果たすべき役割に関する意識と理解を高める
行政官が取り組んでいる活動に関して、一般国民の間の理解を高める

NIS 実現に向けて非政府機関や一般国民の間でそれぞれが果たすべき役割を認識してもらう

広報戦略案は、2015 年 1 月に実施された NIS 研修で公表され、参加者からコメントをもらい、3 月には NIJU でも議論を行った。また、5 月には情報省に対して説明を行った。

(2) 広報戦略をふまえた活動

1) 公務員の NIS に関する認識、内容の理解の促進

行政官を対象とした広報活動に関しては、フォーカルポイントや省庁に配属されている情報担当職員が中心となってまずは省庁内で NIS を広める。そして省庁に属する実施機関 (Department) や地方事務所に対して NIS を広めていくといった段階的な活動を想定した。実施された活動は以下のとおり。情報担当職員は、情報省から各省庁に派遣された職員で、広報に関する業務を担当している。

- NIS 作業計画のひな形に広報活動を含め、省庁が省庁内、そして傘下組織で NIS 広報活動を実施するよう促進した
- 2015 年 4 月に政府系研修機関向けワークショップを開催した。研修機関を通じて、NIS の概念と内容が行政官の間に広がることが期待される
- 3.3.1.2(4)で述べたように、県レベルで NIS セミナーを開催し、NIS のコンセプトとコンテンツを地方の行政官に普及した
- 内閣府をはじめ、多くの省庁のウェブサイトには NIS に関するセクションを設けた

2 点目に関しては、2016 年に内閣府が、研修機関が研修モジュールに NIS を加えているかどうか確認した。すべての研修機関が NIS をモジュールに含めているとのことであったが、一部の研修機関ではいまだ実施されていないという報告もある。再度、確認をする必要がある。また、行政省は各省庁に対して職員向け研修を年間 60 時間実施するよう通達し、代表的な研修モジュールを提示した。そこには NIS に関連する科目も含まれている。例えば、この通達をふまえて、地方自治府 (Local Government Division) 傘下にある国立地方行政研修所 (National Institute of Local Government, NILG) は、NIS 関連科目を含む研修所職員向け研

修を 2016 年 10 月から 11 月にかけて実施した。今後は NILG が実施する研修を通じて、地方自治府の行政官と地方自治体職員に NIS が広まることが期待できる。このように各政府系研修機関が研修プログラムに NIS 関連科目を加えれば、必然的に公務員が NIS の内容を理解するようになる。

また、NIS に関するロゴを作成し、NIS のシンボルとして広報活動を行う際に使用することとした。ロゴの作成にあたっては、内閣府とも相談し、一般公募を実施した。2015 年 11 月に新聞広告を掲載するとともに、ウェブサイトを活用して募集者を募り、13 人から応募があった。ロゴ選定のためのロゴ選定委員会を設置し、2016 年 4 月に会合を開催した。選定委員会のメンバーは内閣府調整・改革担当次官、内閣府次官補であるプロジェクト・ディレクター、フォーカルポイントの代表者 2 人、有識者（ダッカ大学関係者、デザイン分野）、プロジェクトの総括である。選定委員会で選ばれたデザインは 2017 年 1 月に内閣府に承認された。

プロジェクトでは選ばれたロゴを使用したピンバッジとステッカーを作成した。ピンバッジは、誰にでも与えられるものではなく、著しい業績をあげた行政官やフォーカルポイントなど、NIS の実施に貢献した行政官のみに与えられる。一方、ステッカーは限定することなく配布し、一般社会での NIS の知名度を上げることが目的である。

2) 公務員が取り組んでいる活動に関する一般国民の認識の向上

公務員が NIS 実現に向けて取り組んでいる活動を一般国民の間に広めるための活動は以下のとおり。「3.3.1 NIS 実施促進に関する活動」で述べた非政府機関を対象としたセミナーやワークショップは、関係者への広報といった目的も含んでいた。

- 省庁のウェブサイトを通じた NIS に関する活動の紹介
- 2014 年 12 月に内閣官房長官が、バングラデシュ国営放送で NIS に関するインタビューを受け、NIS の概念、意義、活動状況などを紹介した
- NGO、メディア、民間セクター、教育機関向けセミナーで、NIS 活動の現状が紹介された
- 行政官によるグッドプラクティスに関する調査（P.36 参照）を年に 1 回実施した。グッドプラクティスを紹介するとともに、成功要因を分析した
- グッドプラクティスを紹介する映像資料を年に 1 回作成し、テレビなどで放映した
- グッドプラクティスセミナーを開催し（P.41 参照）、NGO、メディア、民間セクター、教育機関といった非政府機関の代表者の前で、グッドプラクティスを紹介した
- NIS ロゴを使ったステッカーを作成した。

3) 非政府機関や一般国民の間の NIS に関する取り組みの促進

上記の NGO、メディア、民間セクター、教育機関向けのセミナー・ワークショップでは、これらの機関がバングラデシュの健全性を実現するために自ら取り組むべき活動を議論した。グッドプラクティスセミナーでも、上記の機関の代表者が、自らが何をすべきか発表した。

(3) グッドプラクティス調査

1) 背景と目的

倫理委員会の TOR の一つに「健全性の実現にあたって発生した成功事例や問題点を抽出する」がある。内閣府は、2013 年に省庁からガバナンス分野でのグッドプラクティスを収集し、報告書としてまとめている。2014 年も同様の収集を行った。しかし、報告書ではグッドプラクティスの事例を紹介するだけで、なぜ成功したのかといった要因までは言及していない。広報戦略の 2 番目「②公務員が NIS 実現に向けて取り組んでいる活動に関する一般国民の間の意識を高める」をふまえて、グッドプラクティスを紹介することで NIS に関する一般国民の間の意識を高めること、そしてグッドプラクティスの成功要因を分析し、NIS 実現に向けた教訓を得ることを目的に、2015 年 8 月から 11 月にかけて調査が実施された。2 年目にも、NIIU が集めたグッドプラクティス事例から 10 の事例を選定し、グッドプラクティス調査を実施した。

2) 実施方針と方法

第 1 回目、第 2 回目ともに、内閣府が収集したグッドプラクティスの事例から、NIS に関連している活動、他の組織にも応用ができる活動を選び、調査対象とした。対象となった案件は以下のとおり。調査対象の最終的な選択は内閣府に委ねたが、政府が電子政府の推進に力を入れていることから、IT を活用した事例が多くなった。また、第 2 回目の調査では、住民サービス向上に関する事例が大半を占めている。これは、国民が改善を実感できるグッドプラクティスを選択したいといった内閣府の意向をふまえたものである。これらの事例に共通することは、透明性やアカウンタビリティを高めることで、行政サービスの質を改善させ、国民の満足度を高めるといったことで、NIS が目指していることと一致している。

表 3-7 第1回グッドプラクティス調査対象

機関名	グッドプラクティス
道路交通・高速庁	危険区域を表示することによる交通事故防止
行政省	成果を上げた公務員への表彰制度の導入
環境・森林省	ヘルプデスクの設置
橋梁庁	苦情申立オンライン制度の導入、自動料金徴収システム
保健・家庭福祉省	引き継ぎ書の作成、勉強会の開催
女性・子ども省	暴力を受けた女性へのワンストップサービスの提供、ヘルプライン
バングラデシュ中央銀行	金融機関の間の情報共有システム
公務員任用委員会	試験の中立性の確保、試験シラバスに倫理に関する項目を追加

表 3-8 第2回グッドプラクティス調査対象

機関名	グッドプラクティス
教育省	分権型月次支払請求システム
エネルギー府	モバイルによる電気メーター測量
実施・モニタリング・評価府	電子入札
内閣府	ITを活用したモバイルコート
土地省	ITを活用した土地保有証明書発行の簡素化
首相府	行政サービス簡素化
海外居住者福利厚生・海外雇用省	ITを活用した海外移住労働者選択システム
a2i プロジェクト（首相府）	ソーシャルメディアの活用
財務府	オンライン支払システム
内閣府	年間業務契約制度

調査は再委託により開発総合研究所（Development Research Institute）が実施した。対象組織での成功要因を収集するために、関係者へのインタビューを行った。その際には、単なる質疑応答形式で進めるのではなく、まずは関係者に自身の体験を語ってもらうようにした。インタビュー実施者はとりあえず聞き役に徹する。そうすることで関係者の暗黙知を引き出すことが狙いである。インタビュー対象は、フォーカルポイントだけではなく、実際にグッドプラクティスを実施している行政官とした。インタビュー実施後には、グッドプラクティス実施者によるグループ討論を実施し、調査で判明した事実に関して組織を超えて議論することで、NIS 実施に向けた教訓を抽出した。

3) 調査結果の概要

調査では各グッドプラクティスの現状を調査するとともに、グッドプラクティスが実現された要因を分析した。第1年目の調査で抽出された要因は、①改革者の存在、②上司の支援、③行政サービス受益者からの要求、であった。また、NIS や APA といった政策がグッドプラクティスの発現を後押ししていること、組織が成果主義マネジメントを採用している際には、グッドプラクティスが発現しやすいこともわかった。調査結果をふまえて、行政官が直面する課題をいかに行政サービスの改善につなげるかを示すイメージを作成した(図3-1)

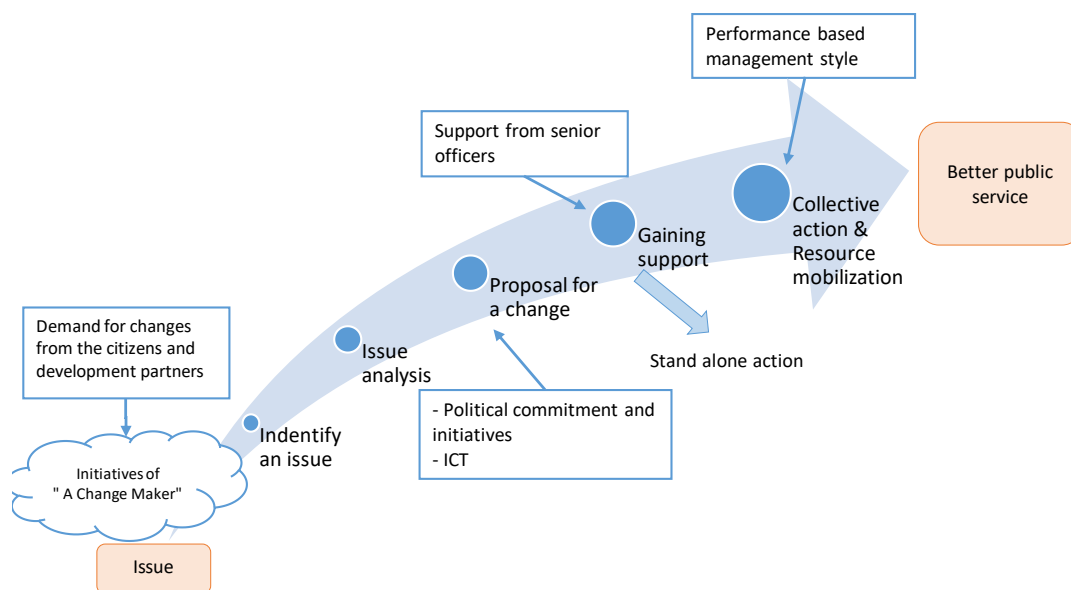


図 3-1 改革実現に向けたプロセスイメージ

どの組織にも課題の存在に敏感で、課題を解決しようという意欲を持った行政官がいることがわかった(図3-1左下)。そのような行政官を後押しするのは、行政サービス改善を要求する住民であったり、改革の実行を支援条件とするドナーである。概して、意欲のある行政官は住民ニーズに敏感である。そのような行政官は、課題を把握し、課題が生じている要因を分析する。分析結果をふまえて行政官は対策を考え、実行に向けて他の行政官、特に上司から支援を得ようとする。支援が得られれば組織として改革に取り組むことになり、行政サービスの改善に向けて必要な投入を確保する(図3-1右上)。支援が得られなければ、行政官は引き続き単独で取り組むことになる。課題への対策を講じる際に、行政官が拠り所とするのは、政府の政策である。NISがあろうがなかろうが、行政官は課題への対策を講じるであろう。しかし、意欲のある行政官の活動が正当化され、組織内外の反対をある程度抑えることができる、という意味において、NISはグッドガバナンス促進のための組織文化/環境整備に大きく貢献していると言える。また、ITを活用することによって、より効果的な課題への対策を講じることが可能になった。

2年次の調査でも同様に、グッドプラクティスの発現を可能にする要因を抽出し、①改革への圧力、②公務員や行政マネジメントの変化、③政治的な要因、が主な要因であることがわかった。改革への圧力には、住民からの行政サービス改善に向けた圧力、ドナーからの圧力に加えて、住民サービスをよりアカウンタブルに、住民がよりサービスを利用しやすくしたいといった行政官の内部からの改革への圧力も含まれる。

公務員や行政マネジメントの変化に関しては、バングラデシュで新たなタイプの公務員が誕生したことが貢献している。彼（女）らは、民主主義を理解し、公務員が果たすべき役割に関しても、行政サービスの提供者といった公僕としての自覚が強く、ITを使用することにも抵抗がない。行政機関のマネジメントスタイルも業績主義を採用するなど変化しつつある。もう一つの要因である政治的な要因は、NISやAPAといった政治的なイニシアティブや政府与党の政治的なコミットメントを意味する。また、グッドプラクティスを観察すると、大規模な急進的な変革ではなく、斬新的に改革を進めるほうが成功する可能性が高いことがわかった。

参考：グッドプラクティス事例1（ITを活用した土地保有証明書発行の簡素化）

<概要>

以前は、住民が土地保有証明書を手に入れるためには、県事務所を訪問し、発行申請する必要があるが、発行後は改めて県事務所を訪問しなければいけなかったことから、その負担は少ないものではなかった。現在は、村（ユニオン）評議会事務所に併設されているユニオン情報サービスセンター⁶で手続きを済ませ、証明書を受け取ることが可能になり、県事務所に行く必要はなくなった。サービスセンターで手続きを行う場合は、120タカを支払い、センターのスタッフに申請を依頼する。ダッカ県の場合、7日以内に証明書を受け取れる。証明書発行に必要な金額や期間は村の行政ポータルサイトに明示されている。

ダッカ県ケラニガンジ郡のコンダユニオン情報サービスセンターの営業時間は、平日の9時から17時までで、102種類の行政サービスに関する書類を受け取ることができる。加えて、電気料金の支払いもできる。スタッフは行政官ではなく、優秀だけど職に恵まれない村民と契約をむすび、業務を委託している。女性の村民が相談しやすいように、女性スタッフも勤務している。スタッフは給与を受け取らないが、証明書発行の際にコミッションを受け取ることができる。例えば土地保有証明書の発行の場合、コミッションは1通発行につき20タカと決められている。

⁶ ユニオン情報サービスセンターは、住民が行政や民間企業の情報に容易にアクセスできるよう、地方自治府とa2iプロジェクトの協力によって設置された施設である。例えば、農民は近隣のセンターで、行政関連の手続きを済ませるとともに、穀物市場の価格などを確認することができる。

<透明性、アカウントビリティ>

各サービスの料金表や発行に必要な期間は、ポータルサイトに明示されている⁷。スタッフが処理した件数にもとづき、日報や月報が自動的に作成されることから、処理した件数と扱った金額が矛盾している場合も追跡できる。なお、サービスに関する苦情は村長が受け付ける。行政手続の申請に疎い国民に対しても、デジタルセンターではスタッフが手続き申請を代行することから、ブローカーが介入する余地が少ない。

<行政サービス改善>

上記のように、土地所有証明書の発行の場合、村民は県事務所に行く必要がなくなった。また、センターのスタッフが手続き申請を代行することも、サービス改善の一例である。

参考：グッドプラクティス事例2（モバイルによるメーター測量）

<概要>

電気使用料の徴収は、検査員が毎月、各ユーザーのメーターを確認し、その使用量にもとづいて行われる。しかし、検査員がメーターを適正に読んでいないことが少なくないため、消費者からの料金に関する苦情が多く寄せられていた。また、メーター確認から料金請求まで時間がかかり、料金を納める締め切り日の数日前に請求書が送られるといったことも多く発生していた。電力開発理事会（Power Development Board）は、検査員が携帯電話でメーターを撮影し、データセンターに送信されたデータに基づき電気料金を課金する仕組みを導入した。マイメンシン県からサービスが始まり、これまで146万以上のユーザーがカバーされている。撮影されたデータは、県のデータセンターだけではなく、ダッカ事務所でも閲覧できる。また、地理情報システムを通じて、撮影されたメーターの位置がわかることから、確認済み、および未確認のメーターの所在地を確認できる。メーターの撮影は、外部委託先によって行われ、不適切に撮影が行われた場合は、ペナルティが課せられる。

<透明性、アカウントビリティ>

以前は、請求金額に関する不満がユーザーから寄せられても、再度ユーザーを訪問し、メーターを確認しなければいけないなど、すみやかに回答することができなかった。しかし、この携帯電話によるメーター撮影が導入されてからは、社内のウェブサイトで撮影されたメーター値が確認できることから、速やかに苦情に対応できるようになった。

<住民サービスの改善>

メーター確認の精度が上がったため、間違っ て料金を請求されることが少なくなった。また、メーターの確認から請求書の発行・送付まで期間が短縮したことから、ユーザーが請求書を

⁷ 本来なら料金表は壁に貼られるべきであるが、今回訪問したコンダユニオン、アガナガルユニオンのデジタルセンターでは実施されていなかった。

受け取ってから支払いまで十分な期間を確保できるようになった。

<業務の効率化>

モバイルによるメーター撮影と並行して、従来から行われている手作業によるメーター確認も行われていることから、業務プロセス自体には変更がない。しかし、メーター読み込みのミスが少なくなったことから、ユーザーからの苦情が減るとともに、徴収額も改善された。撮影されたデータを共有することで、メーター確認の進捗をダッカでも確認ができるようになった。

(4) グッドプラクティスセミナー

行政官によるグッドプラクティスを共有するとともに、NIS 全体の進捗を確認することを目的に、グッドプラクティスセミナーを開催した。このセミナーは、上述のように行政官のみならず、NGO やメディアといった非政府機関の代表者を招待し、社会全体で NIS の進捗を広めることとし、1 年目は約 300 人が参加した。2 年目は 7 月 1 日に発生したダッカ襲撃テロ事件をふまえて、大規模なイベントの開催を回避するという JICA 事務所の指示により規模を縮小して実施した。

1 年目は、主賓に首相の外交顧問であるリズビー博士、そして渡邊正人バングラデシュ駐在特命全権大使、甘枝幹雄 JICA バングラデシュ事務所長を特別ゲストとして招き、作成したグッドプラクティスに関する映像を紹介し、グッドプラクティス実施者がいかに成果を発現したのかを発表した。これらの事例をふまえて、行政官、NGO、メディアの代表者が、国家健全性をいかに確立していくべきかグループ討論を行った後に、参加者との意見交換を行った（詳細は添付資料 34 参照）。

2 年目のセミナーは、関係省庁の次官とフォーカルポイント、内閣府のスタッフを招集し、グッドプラクティス調査の結果、NIS 支援プロジェクトの進捗も含めた NIS 全体の進捗状況を共有したのち、これから実施すべき活動に関して、参加者が意見交換を行った。詳細は添付資料 35 を参照のこと。各省庁のフォーカルポイントだけではなく次官にも参加を呼び掛けたのは、「3.3.1.2. 課題」で述べたように、政府高官を対象としたセミナーが開催できなかったことへの代替である。NIS の過去、現在を理解し、NIS のこれからの議論したことで、次官など政府高官の NIS に関する理解が深まり、組織内で NIS 実施に向けたリーダーシップを発揮することが期待される。

(5) NIS に関する意見交換

内閣府の課長職にあった前プロジェクトマネージャーは、2015 年 3 月に開発パートナーがメンバーである反汚職タスクチームの会合で、NIS の概念、内容、これまでの進捗に関して

発表し、意見交換を行った。8月には、JICA 事務所職員や専門家に対して、バングラデシュ政府が導入している年間パフォーマンス契約と NIS に関してプレゼンテーションを行った。

3.3.4.2 課題

2017年1月にNISロゴ決まり、広報物としてピンバッジとステッカーを作成したが、ロゴの決定が遅れたため、配布まではプロジェクトとして関与できなかった。ピンバッジとステッカーをいかに活用すべきかは、2017年1月に開催されたNIIU会合で確認した。

3.4 成果3「NIS及び反汚職委員会法に定められている反汚職委員会の汚職防止機能が強化される」に関する活動

3.4.1 実施した活動

反汚職活動を大きく分類すると、汚職防止、捜査、訴追となるが、本プロジェクトでは、汚職防止に関して活動を行うこととした。反汚職委員会（ACC）は、汚職防止を実現するためには、住民サイドからの圧力が必要と認識し⁸、地方での汚職防止委員会⁹の立ち上げ、学校で健全性ユニットの立ち上げ、公聴会の開催、広報・啓もう活動などを実施している。

プロジェクトは、上記のような住民サイドからの圧力に加えて、有効な汚職防止策を講じるためには省庁とACCの連携が必要と認識し、活動を行ってきた。内閣府をはじめとする省庁とACCは、汚職防止に向けて協力する余地がある一方で、もし公務員が汚職に加担した場合は、ACCが省庁を対象とした捜査を行うことになり、省庁とACCの利害が対立する。そもそも、ACCは大統領の下に設置された独立機関である。このように省庁とACCとの関係が難しいことから、慎重に連携を進めることとした。まずはプロジェクトとACCの汚職防止担当のコミッショナーや職員との間で何回か会合を持ち、プロジェクトの考えを理解してもらおうとともに、ACCの活動に関する知識を得た。初めて内閣府とACCが会合を持ったのは2014年12月下旬で、汚職防止に関して何らかの連携を行うことを決定した。NIIU会合にはACCのメンバーも参加することも決まった。

その後の具体的な連携に関しては以下のとおり。

- 2015年1月、2016年1月に内閣府職員やフォーカルポイントを対象に実施されたNIS研修で、汚職防止に関するコマを設け、ACCのコミッショナーが講師を務めた。反汚職、とくに汚職防止に関する概念や活動が紹介された
- 2015年4月に、汚職防止をテーマとしたフォーカルポイントワークショップが反汚職委員会によって開催された。汚職防止に向けてフォーカルポイントが果たすべき

⁸ Bottom-up approach と呼んでいる。

⁹ 退職した公務員など地域の有識者がボランティアとして参加している。

役割などを議論した（添付資料 12 参照）

- ワークショップでの議論の結果をふまえ、内部通報者保護制度を活性化させるために法律に準拠する規則を策定することになった。ACC がドラフトを作成し、内閣府が関係省庁と協議の上、法制度を担当する立法・議会業務府（Legislative and Parliamentary Affairs Division）に送付され、同府が承認した。
- 2016 年 5 月に、汚職防止をテーマとした第 2 回フォーカルポイントワークショップが開催された。BPR の概念を習得するとともに、汚職防止に向けて BPR をいかに活用すべきか議論がなされた（添付資料 17 参照）
- プロジェクトは、ACC が主催した 10 回の公聴会（パブリックヒアリング）の開催を支援した。公聴会は、一般市民が行政に対する疑問やコメントを自由に述べることができる会合で、原則、誰もが参加できる。内閣府は 2014 年 6 月に、公聴会を推進するよう関係機関に通達を発令している。ACC が主催した公聴会は、公共サービスに関する苦情を受け付け、対応方法を検討することで、汚職防止とサービスの改善の実現を目的としている。メディアの関心も高く、開催翌日に新聞で大きく取り上げられる例も少なくなかった

3.4.2 課題

立法・議会業務府に承認された内部通報者保護法の規則に関して、内閣府は通達などを発令するなどして、関係省庁での実施促進を行わなければならない。

3.5 その他の活動

3.5.1 ベースライン調査、エンドライン調査の実施

プロジェクト開始時期に、NIS に関する省庁職員と一般国民の意識を把握するためにベースラインデータを実施した。プロジェクト終了時にも同様の調査を実施し、NIS の浸透度、プロジェクトの効果を測った。なお、これらの調査は再委託で行われた。

(1) 調査の目的

ベースライン、エンドライン調査ともに、省庁職員を対象とした調査と一般国民を対象とした調査を実施した。前者の目的は、省庁職員の NIS の理解度を把握するとともに、バングラデシュ政府が取り組んでいるグッドガバナンス、反汚職対策に関する認識を確認することであった。また、一般国民を対象とした調査では、NIS の認知度とともに公的機関、特に政府に対する国民の意識を確認することが目的であった。国民が考える健全性は何かということも確認した。

ベースライン調査では、NIS を省庁職員に広めていく際に参考となる情報、例えば、職員はどのようにして政府の方針を認知するのか、政府の政策がどのような経路で一般国民に伝

わるのかといったことを確認することも目的の一つであった。結果は、NIS をいかに広報するかを検討する際に活用された。

(2)調査方法

省庁職員を対象とした調査では、省庁の課長、局長、次官補から 120 人を選びインタビュー調査を行うことにした。なお、ベースライン調査の対象は課長と局長であったが、その後の人事異動で少なくない局長が、その権限が変わることなく次官補に昇給したことから、エンドライン調査では次官補も対象とした。課長以上を調査対象とした理由は、管理職である局長や課長が NIS を理解していることが、省庁で NIS に関する活動を促進するためには不可欠であるからだ。120 人の抽出方法は、内閣府が関係省庁にレターを出し、省庁に調査対象者を選んでもらうこととした。なお、フォーカルポイントに任命されている局長や課長は、当然 NIS に関する知識があることから、調査対象から除外することにした。

一般国民を対象とした調査では、都市部と農村部から合計 400 のサンプルを収集することとした。2つの管区から、それぞれ2つの県を選択し（計4つの県）、そこから調査対象となる郡を2つずつ選んだ（計8つの郡）。各郡から2つのユニオンを抽出し（計16のユニオン）、各ユニオンで25人に対してインタビューを行った。各ユニオンでのサンプル抽出は、2013年に実施された労働力調査結果をふまえて、人口に対する各職業グループの比率を反映した形で行われた。

(3)主な調査結果：ベースライン調査とエンドライン調査の比較

サンプルの抽出方法が若干異なるなど、2つの調査を単純に比較することはできないが、ベースライン調査とエンドライン調査の結果は以下のとおり。

3-1) 省庁職員を対象とした調査結果

①NISに関する意識調査

NISの認知度

ベースライン調査ではインタビューした行政官の97.4%が、エンドライン調査では行政官の98.3%がNISを知っていると答えた。これらの数値は予想をはるかに超える高いものであったが、次の点に留意する必要がある。インタビュー対象者を関係省庁に選んでもらったことから、省庁がNISに関する知識がある行政官を故意に抽出した可能性がある。ベースライン調査では、NISを知っていると回答した行政官のうち72.7%がNIS文書に目を通していた。エンドライン調査では85.6%であった。NIS文書に目を通したことがある行政官の割合が増加したのは、プロジェクトが実施してきた行政官を対象とした広報活動、各省庁が開催しているNISの啓もうを目的とした会合が何らかの影響を与えたと推測される。

NISを知るようになったきっかけ

NISを知っている行政官に、どのようにしてNISを知ることになったかを聞いたところ、ベースライン調査で一番多かったのが組織内で開催されたNISの啓もうを目的とした会合(38.2%)で、政府の通達によって知った(37.3%)、省庁内の定期的な会合(27.3%)、同僚との通常の会話の中で知るようになった(21.8%)が続く。エンドライン調査では、60.8%が組織内で開催されたNISの啓もうを目的とした会合を通じてNISを知るようになったと答えた。この2年間でNIS関連会合が開催されたことが数値の上昇に貢献したと考えられる。

モチベーション

NIS実施に向けたモチベーションの有無を聞いたところ、ベースライン調査では、非常に高いと答えた回答者が21.8%、高いと答えた回答者が39.1%であったのに対し、エンドライン調査ではそれぞれ18.6%、46.6%であった。

NISの内容に関する理解度

NISを理解しているかどうか自己診断をしてもらったところ、ベースライン調査では、とてもよく理解しているという回答が14.6%、理解しているという回答が43.6%であった。一方、エンドライン調査では、それぞれ11.9%、48.3%であった。数値が若干改善したのは、各省庁が開催しているNISの啓もうを目的とした会合の影響と思われる。

NISの実施体制に関する理解度

NISを知っていると答えた回答者のうち、ベースライン調査では92.7%が自分たちの組織のフォーカルポイント(IFP)を知っていると答えた。倫理委員会の存在を知っている回答者は74.6%、委員会のメンバーを知っていると答えた回答者は67.3%であった。エンドライン調査では、94.9%がIFPを知っている、89.2%が倫理委員会を知っている、85.0%が委員会のメンバーを知っていると答えた。フォーカルポイントに関する認識度が上がったのは、フォーカルポイントが所属する組織でNIS関連活動を実施していることによるものと推測される。

NIS啓蒙に関する活動

ベースライン調査では、組織内で実施されたNIS啓蒙に関連する活動としては、48.2%がNIS啓もうを目的とした会合の開催を挙げた。一方、何が行われているのかわからないと答えた回答も27.3%あった。エンドライン調査では、それぞれ85.8%、8.3%であった。数値の改善は、NIS啓蒙活動が各組織内で実施されてきた結果と考える。このような数値の大幅な改善は、各省庁でNIS啓蒙活動が行われていることを示す。

NIS を実施するにあたっての課題

NIS 実施促進の際の課題としては、ベースライン調査では、行政官に根強い古い考え方、研修やモニタリングの不足がそれぞれ 26.4%であった。エンドライン調査では、行政官に根強い古い考え方、NIS に関する意識とやる気が十分でないことがそれぞれ 30%であった。調査では、「行政官に根強い古い考え方」の例を回答してもらわなかったが、有識者によると、公務員の中には住民へ行政サービスを提供するといった意識が低く、情報公開などガバナンス施策の実施にも消極的である公務員が存在するとのこと。このような姿勢は、NIS の方針と相反するもので、NIS 実施の阻害要因となる。NIS を実施することで、このような古い考え方が変化することが期待される。

②健全性や汚職に関する意識調査

回答者である行政官は、行政サービスに関する現状を下記のように認識している。行政官の間の行政機関の健全性に対する認識は厳しくなっている。また、政府が実施している汚職対策への肯定的な意見が増加している。

- えこひいきの有無に関して、ベースライン調査では回答者の 28.3%が行政サービスを提供する際にえこひいきがあると回答する一方、24.8%はその存在を否定している。エンドライン調査では、48.3%はえこひいきがあると回答し、28.3%が否定している。えこひいきの存在を認める回答者が増加した理由は、えこひいきが悪い習慣であると認識する行政官が増加していることが理由と考えられる
- 行政サービスを提供する行政官が、その権力を不法、もしくは不適切に行使しているかという質問に対して、ベースライン調査の回答者の 15.0%がそのとおりと答えた一方、そのようなことはないといった否定的な回答は 43.4%であった。エンドライン調査では、それぞれ 35.8%、46.7%であった。権力の不法、不適切な行使を認める回答者が増加した理由も、このような不正に対して行政官が敏感になりつつあることが考えられる
- 行政官が個人的な利益を追求するために、公的な業務を適切に行っていないことがあるかという質問に対して、ベースライン調査では、そのようなことがあると答えた回答者は 8.9%にとどまった。そのようなことはないと答えた回答者は 58.4%であった。エンドライン調査では、それぞれ 28.1%、52.4%であった
- 政府が適切な汚職防止対策を講じているかという質問に対して、ベースライン調査では、61.0%が講じていると答え、講じていないと答えた回答者は 14.2%であった。エンドライン調査では、それぞれ 89.0%、5.9%であった

汚職や不適切な行動に関する意識が行政官の間で高まってきたこと、政府の汚職防止対策に関して肯定的な行政官が増加していることをふまえて、公務員を①汚職や不適切な行動の存在を認識しているか否か、②汚職や不適切な行動に関する政府の施策を肯定的に捉え

ているか否か、で分類した（図 3-2 参照）。汚職や不適切な行動に対する問題意識が高く、政府の施策にポジティブなグループは、これから積極的にガバナンス改善、汚職防止活動に参画する可能性が高い集団といえよう（図 3-2 の右上）。調査によって、この集団の規模が大きくなりつつあることがわかったことは、今後ガバナンス改善や汚職防止に向けた活動を導入する際の好材料である。しかし、政府の施策がタイミングよく実施されないと、シニカルなグループ（同左上）に移行しかねない。今後、ガバナンス改善や汚職防止に関する活動を速やかに、かつ確実に実施することが求められる。

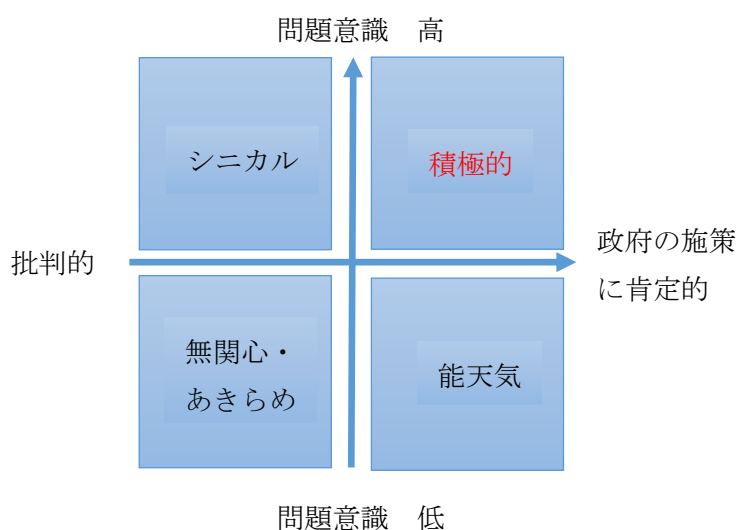


図 3-2 汚職に関する問題意識、政府施策への意識に関する分類

3-2) 一般国民を対象とした調査の結果

ベースライン調査で NIS の認知度を確認したところ、回答者の 5.0%が NIS に関して聞いたことがあると回答した。一方、エンドライン調査では 81.0%であった。NIS を知ることになった経路を確認したところ、一番多かったのはメディアを通じてで (52.5%)、所属する組織内での会合 (26.8%)、ウパジラで開催された NIS 啓蒙を目的とした会合 (26.3%) が続いた。調査のサンプリング方式を一部変えたことから単純な比較はできないが、NIS の認知度が上がったのは、NIS セミナーの開催など NIS に関する活動を地方でも実施し、それをメディアが取り上げたことが要因であることが推測される。

NIS や行政機関の健全性や汚職に関する意識を調査したところ、下記のような結果となった。行政官を対象とした調査と同様に、汚職や不適切な行動に対する問題意識が高くなっている。

- 行政サービスでのエコひいきの有無に関して、ベースライン調査では回答者の 78.5%が行政サービスを提供する際にエコひいきがあると回答した。エンドライン

調査では回答者の 84.2%がえこひいきがあると回答した

- 行政サービスを提供する行政官が、その権力を不法、もしくは不適切に行使しているかという質問に対して、ベースライン調査では回答者の 73.8%がそのとおりと答えたのに対して、エンドライン調査では 81.8%であった
- 行政官が個人的な利益を追求するために、業務を適切に行っていないことがあるかという質問に対して、ベースライン調査では回答者の 74.5%があると答えた。一方、エンドライン調査では 82.0%であった

エンドライン調査では、一般国民の健全性 (Integrity) に関する考え方を確認した (複数回答可)。健全性という概念は、一般国民にとって日ごろから意識している価値と相反するものではないことがわかった。バングラデシュ政府としては、健全性の阻害要因から一般市民をいかに守るかが課せられた課題となる。

- あなたにとって健全性とは何ですかと聞いたところ (「正直」、「思いやり」、「勤勉」から選択)、「正直 (54.2%)」が多く、「思いやり (26.0%)」が続いた。一方、「勤勉」は 3.8%と少なかった。「これらのすべて」は 36.8%であった
- 日常生活においてどのように健全性を実行していますかという問いに対して、上位の回答は「私的、公的を問わず正直であること (75.8%)」、「宗教的、社会的規範を尊重・遵守している (29.8%)」、「課せられた義務を正直に責任感を持って実施している (24.3%)」、「適切なアドバイスを家族に与えること (21.8%)」であった
- 健全性を実行することの促進要因を聞いたところ、上位の回答は「家族の絆・家庭での教え (61.0%)」、「宗教的な規範 (36.3%)」、「自分で意識すること (32.8%)」、「学識のある人に接すること (26.0%)」であった
- 健全性の実行を阻害する要因を聞いたところ、上位の回答は「有力者やテロリストによる妨害 (56.5%)」、「社会規範の弱さ (26.5%)」、「政治による介入 (16.8%)」、「汚職が社会に蔓延していること (15.8%)」であった

ベースライン調査では、行政への信頼度に関する質問を行った。

- 行政官の能力 (コンピタンス) に関して聞いたところ、回答者の 34.3%が行政官の能力は低いと答えた。高いという回答は 21.8%であった
- 省庁職員のサービスの質が高いと答えた回答者は 26%、行政サービス提供者の場合は 37%、警察など法執行官の場合は 6.5%であった
- 公的機関への信頼度に関して、サービスの質、能力、清廉性、熱心さをふまえて聞いたところ、一番信頼されている機関は教育機関で (回答者の 59.35%)、NGO とメディアが続く (それぞれ 49.5%、46.8%)。一方、省庁機関への信頼は 24.5%、警察など法執行機関は 6.3%に留まる。回答者の 16.3%が ACC を信頼していると答え、司法を信頼している回答者は 20.3%であった。また、汚職を行った職員が、適切に

- 処罰されているか聞いたところ、回答者の 63.3%が処罰されていないと回答した
- 最も汚職している公的な機関を聞いたところ、回答者の 87.8%が警察など法執行機関、85.5%が土地関連の機関や登記所を挙げた。政府系病院、教育機関/事務所、司法関係機関が続いている（それぞれ 51.8%、31.5%、30.3%）

3.5.2 合同調整委員会、プロジェクト運営委員会

合同調整委員会は、バングラデシュ政府によってプロジェクトが承認されるのを待たなくてはならなかったことから、プロジェクト開始から約 10 カ月経過した 2015 年 8 月 26 日に開催された。バングラデシュ政府によって開催が義務付けられているプロジェクト運営委員会も同時に開催され、教育機関や研修機関に対して NIS を促進すること、苦情申立制度や内部通報者保護制度を確実に実施すること、NIS の進捗を効果的にモニタリングすること、ウェブなどを活用して積極的に情報を公開することなどが議論された。また、関係機関をメンバーとするプロジェクト実施委員会 (Project Implementation Committee) を四半期ごとに開催することになった (添付資料 36 参照)。

第 2 回プロジェクト運営委員会は 2016 年 4 月、第 2 回合同調整委員会は 6 月にそれぞれ開催され、プロジェクト活動の進捗を確認するとともに、プロジェクト期間中に行うべき活動を確認した (合同調整委員会の議事録は添付資料 37 参照)。合同調整委員会では、プロジェクト第 2 フェーズの枠組み、活動についても意見交換が行われた。

第 3 回プロジェクト運営委員会と合同調整委員会は、いずれも 2017 年 1 月に開催され、プロジェクトが実施した活動と指標の達成度を確認するとともに、第 2 フェーズのプロジェクト枠組みに関して議論を行った (添付資料 38 参照)。

3.6 PDM の活動の実施状況

PDM の活動の実施状況を表 3-9 にまとめた。PDM の活動のすべてが実施されている。

表 3-9 PDM 上の活動の進捗一覧

PDM 上の活動		進捗状況
活動 1-1	内閣府は省庁と局を指導し、他の政府機関と調整して倫理委員会を定期的に開催する。	各機関が策定した NIS 作業計画では、倫理委員会が定期的に開催されることになっている。モニタリング結果によると、2015/16 年に倫理委員会を定期的に開催した組織の数は全体の 87%ほどであった。
活動 1-2	各行政機関の NIS 作業計画の進捗はフォーカルポイント会議で議論され、倫理委員会の共通事項が見いだされる。	四半期ごとにフォーカルポイントワークショップを開催し、NIS 作業計画の実施状況に関するモニタリング結果をふまえて議論を行った。
活動 1-3	内閣府は各行政機関の NIS 作業計画に対し、フォーカルポイント会議での議論を通じて指導を行う	NIIU はガイドラインを策定するとともに、ワークショップを開催し、NIS 作業計画の作成に関する指導を行った。2 年次も同様である。
活動 1-4	内閣府は行政機関の NIS 実施枠組みを強化し、ロードマップを策定する。	ロードマップ案が策定され、コンサルテーション会合が開催された。ただし、最終化はなされていない。
活動 2-1	各行政機関は、NIS 行動計画を実施する。	実施中である。
活動 2-2	内閣府は、各行政機関の NIS 活動計画の進捗をモニタリングする。	各機関から提出されたモニタリング結果をふまえて、NIIU は包括的な NIS の進捗を確認した。
活動 2-3	内閣府は、NIS 実施枠組みや NIS 行動計画の進捗について、定期的にセミナー・ワークショップを開催し、行政機関の職員の間で意識を高める	フォーカルポイントワークショップを適宜開催した。
活動 2-4	内閣府は、反汚職委員会等の行政機関に対し、NIS 実施に必要な研修を行う。	反汚職委員会に対しては研修を提供していないが、反汚職委員会のフォーカルポイントに対して研修を実施した。反汚職委員会もフォーカルポイントに対して研修を実施した。
活動 2-5	内閣府は、NIS 行動計画のグッドプラクティスを収集し、NIS 実施報告書を定期的に作成、出版し、国内での NIS に対する意識を高める。	グッドプラクティス調査を実施した。結果を内閣府と共有するとともに、研修などの機会に発表した。出版は行っていないが、グッドプラクティスに関する映像資料を作成し、配布した。
活動 2-6	内閣府は NIS 実施にかかる政府・非政府機関間のさらなる NIS 促進のため、市民、国内及び国際的学会、ドナーとの対話を促進し、国家健全性にかかる研究成果を収集する。	NGO、メディア、民間セクター、教育機関を対象としたセミナーを開催した。NIIU は、開発パートナーの会合でプレゼンテーションを行うとともに、ガバナンス分野の JICA 専門家や日本の有識者との意見交換を行った。
活動 3-1	反汚職委員会は内閣府と綿密な連携により汚職や背任行為の防止策を開発する。	内閣府と反汚職委員会は、汚職防止に向けて内部通報者保護制度の確立を目指すとともに、パブリックヒアリングを実施した。
活動 3-2	反汚職委員会は各行政機関のフォーカルポイントに対して汚職や背任行為の防止策について研修を行う。	NIS 研修では、反汚職委員会が汚職防止に関するコマを担当した。反汚職委員会は毎年 1 回フォーカルポイントを対象とした研修ワークショップを開催した。
活動 3-3	反汚職委員会は、内閣府が苦情申立制度の実施や、倫理委員会の汚職防止の役割強化する際に支援する。	上記のように ACC と内閣府が連携して、内部通報者保護制度の確立を目指した。現在、ACC が作成した規則を、内閣府が精査し、最終化した。

4. 指標の達成状況

4.1 プロジェクト目標、成果の指標の達成状況

各指標の達成状況は表 4-1 に示すとおり。プロジェクト目標に関しては、指標の一つである「NIIU は NIS の進捗を年に 2 回執行委員会に報告する」の達成が見込まれない。これは執行委員会が開催されていないことが理由である。ただし、モニタリング報告書は年に 2 回ドラフトされている。成果レベルでは、ほぼすべての指標が達成された。

表 4-1 指標の達成状況、見込み

指標	達成状況、達成見込み
プロジェクト目標に関する指標	
1	<p>省庁の中で、NIS 作業計画を策定し、その活動状況をモニタリングし、レビューする割合</p> <p>2015/16 年度 NIS 作業計画を策定した省庁は 91.5%であった。第 4 四半期にモニタリングシートを NIIU に提出した省庁は 71. 2%であった。モニタリング結果もふまえて、すべての関係省庁が 2016/17 年度 NIS 作業計画を策定した。モニタリング実施率は高くはないが、作業計画を作成して、その進捗をモニタリングし、モニタリング結果をふまえて作業計画を策定するといった PDCA サイクルが確立されつつある。当初は 80%程度の関係省庁がサイクルを確立することを想定していた。</p>
2	<p>NIIU は NIS の進捗を年に 2 回執行委員会に報告する。</p> <p>モニタリング報告書は 2016 年 4 月、7 月、9 月にドラフトされたが、最終化はなされていない。執行委員会も開催されていないことから、報告も実行されていない。</p>
成果に関する指標	
成果 1 関連	
1	<p>省庁の 90%が NIS 作業計画を作成する。</p> <p>2015/16 年度 NIS 作業計画は、59 機関中 54 機関 (91.5%) が作成した。2016/17 年度版は 100%の機関が作成した。</p>
2	<p>倫理委員会が定期的開催された省庁の数</p> <p>モニタリング結果によると、2015/16 年に倫理委員会を定期的開催した組織の割合は 91.3%であった。</p>
3	<p>90%以上のフォーカルポイントがワークショップに参加する。</p> <p>2016 年 4 月に開催されたワークショップを除き、90%以上のフォーカルポイントがワークショップに参加した。</p>

指標		達成状況、達成見込み
成果 2 関連		
4	NIS 作業計画のうち実行に移された計画の割合	程度に違いはあるにせよ、全ての機関が NIS 作業計画に掲載された活動を実施した。啓もうに関する活動やインターネット整備に関しては予定していた活動の実施率が高い一方、サービスポータルや苦情申立制度の実施率が低い。
5	作成された NIS 実施報告書の数	2016 年 4 月、7 月、9 月に報告書がドラフトされ、内閣府に提出された。
6	NIS を認識している省庁職員の割合	ベースライン調査、エンドライン調査結果によると、省庁の課長職以上の行政官のほとんどが NIS を認識している。
成果 3 関連		
7	汚職防止のために ACC が講じた施策の数	プロジェクトの支援によって、研修を通じた汚職防止に関する啓もう、内部通報者保護制度の実施促進、パブリックヒアリングが 10 回開催された。

4.2 上位目標達成に向けた提案

PDM の上位目標「行政機関のアカウントビリティが向上する」の指標である「行政機関のアカウントビリティ関連施策の実施状況」と「国民の間の行政機関への信頼度が増加する」を達成するには、行政機関と国民の間の縦のアカウントビリティを強化する必要がある。バングラデシュ政府は、情報公開制度、苦情申立制度、公聴会など縦のアカウントビリティの確立に向けた施策を導入したが、効果的に実施しているとはいえない。これらの制度を、行政サービスを実際に提供している地方に展開すると共に広報の強化等を通じた「見える化」を促進することも必要となろう。縦のアカウントビリティが強化され、行政サービスが改善されたことが実感できれば、国民の行政機関に対する信頼度が高まるはずである。新たなガバナンス施策を導入するのではなく、既存の施策の確実な実施、特に地方への展開をプロジェクトの次フェーズでは実施することを目指すべきである。

5. プロジェクトの成果と課題

この章では、PDM の枠組みにとらわれず、プロジェクトが達成した成果と残された課題を確認する。そして成果発現を促進した要因と阻害要因に関して記述する。

5.1 プロジェクトの成果と残された課題

プロジェクト期間中に実現した主な成果として、NIS 実施のイメージが明確になったこと、実施の仕組みと体制が整備されつつあること、行政官や国民に NIS が知られるようになったこと、汚職防止に関する省庁と ACC の連携が始まったこと、NIIU 職員をはじめとする内閣府の行政官とフォーカルポイントの能力が高まったこと、が挙げられる。一方で残された課題も少なくない。

(1) NIS 実施のイメージが明確になった

そもそも健全性というコンセプトがわかりにくく、NIS には 115 ものアクションが列挙されていることから、健全性を実現するために何を行うべきなのか、どのように実施すべきなのかわかりにくいといった声が聞かれた。JICA の協力が始まった 2013 年当時は、省庁に倫理委員会を設置することは決まっていたものの、具体的な活動は行われなかった。

2015/16 年度 NIS 作業計画を作成する過程で、NIS 啓もう活動やガバナンス改善に重要と思われる活動を各省庁が実施すべき活動として抽出した。省庁の行政官にとっては、NIS に列挙されたアクションと内閣府が作成したフォーマットに沿って NIS 作業計画を作成する、作業計画にある活動を実施することが国家健全性の実現につながるといったイメージを持つようになった。

本プロジェクトの活動は NIS の実施促進で、NIS の実施そのものは支援していない。NIS 関連活動の実施、健全性の確立はこれからの課題である。NIS 関連活動をすみやかに実施し、健全性の確立に関する目に見える成果を出せないと、NIS に関する疑問の声が聞かれるようになることも予測される。NIS 関連活動の例として、苦情申立制度 (GRS) の実施があるが、オンラインシステム、マニュアルなども整備されたとはいえ、地方への周知・普及が不十分であるなど、その利用に関しては改善の余地がある。3.6.2 で述べたように、プロジェクトから内閣府に対して、苦情申立制度の強化に向けて協力する旨を伝えたが、具体的な活動は提案されなかった。NIS 関連活動の確実な実施に向けて、再度どのような活動が必要なのか議論する必要がある。

(2) NIS 実施体制と実施の仕組みが整備されつつある

実施体制としては、内閣府にNIIUが設立されるとともに、各省庁に倫理委員会が設置され、フォーカルポイントが任命された。NIIUと倫理委員会はフォーカルポイントを触媒に連携している。倫理委員会の委員長には次官など高官が就任している一方、NIIUは3人のみで構成され、この人数でNIS関連業務をこなしていくのは無理がある。メンバーの仕事もNIS業務に特化しているわけではなく、APAとの連携等を通じたより効果的な実施体制の検討が必要である。上述のように、2016年より内閣府調整・改革局の行政官全員が、NIS関連の活動に従事することになったが、その後の人事異動によって何人かの行政官が他部署に異動し、業務の引継ぎが行われていないことから徹底されていない。

地方での実施体制整備もこれからの課題である。本プロジェクトでは、県レベルNISセミナーを開催し、管区下の県長官（Deputy Commissioner）、市民社会、メディア関係者などにNISのコンセプト、コンテンツを説明するとともに、県レベルでいかに健全性を実現するか意見交換を行うにとどまった。

セクターの実施機関（Department）もプロジェクト活動の対象外であった。省庁に実施機関へのNIS実施促進を任せ、プロジェクトは実施機関への支援を行わなかった。行政サービスを提供する実施機関、実施機関の地方組織までNISが浸透しないと、健全性の確立、行政サービス改善につながるといった絵が描けない。ただし、内閣府は省庁の傘下にある部局に直接関与することはできないといった制約もある。

NIS実施の仕組みとして、NIS実施に関するPDCAサイクルが確立されつつある。またNIS作業計画の作成と実施が、内閣府と省庁が毎年締結するAPA（年間業績契約制度）の項目となった。省庁はNIS作業計画の作成と実施ができれば2点をもらえ、できなければ0点となる。NIS活動を怠れば、省庁の成績が悪くなる。NISとAPAが連携することで、省庁のNIS実施に関するインセンティブは高まった。

フォーカルポイントワークショップでたびたび聞かれるのは、次官など高官の支援がないとNIS活動を実施するのは難しいため、内閣府に対し、次官を対象とした啓もう活動を実施してほしいという声だ。上述のように、本プロジェクトの実施期間中に実施することはできなかったが、これは投入が必要な活動ではなく、内閣府のやる気でいくらでもできることである。今後のNISの実施の仕組みとして、いかに次官のやる気を向上させるかが課題である。APAは官房長官と省庁次官が首相の前で契約を結ぶといった仕組みを導入することで、次官のやる気を引き出すことに成功している。

(3) 省庁の行政官や国民にNISが知られるようになった

エンドライン調査で明らかになったように、公務員の幹部である行政職の職員の間で、NISが認識されるようになった。一般国民の間でも同様である。NGO、メディア、民間セクター、教育機関を対象としたセミナー、地方でのセミナーを開催してきたことが寄与したと考える。

本プロジェクトでは、省庁の行政官を対象とした広報活動、行政官が実施している NIS 関連活動の広報を行ってきたが、国民を直接対象とした広報活動に関しては、NGO、メディア、民間セクター、教育機関向けのセミナー・ワークショップを開催し、これらの機関がバングラデシュの健全性を実現するために自らに取り組むべき活動を議論した程度で、国民を対象とした広報活動を本格的には実施していない。

(4) 汚職防止に向けて省庁（内閣府）と反汚職委員会の協力が始まった

上述のように、内閣府をはじめとする省庁と ACC は、汚職防止に向けて協力する余地がある一方で、もし公務員が汚職に加担した場合は、ACC が省庁を対象とした捜査を行うことになり、省庁と ACC の利害が対立する。そもそも、ACC は大統領の下に設置された独立機関で、省庁とは一線を画す。このように省庁と ACC との関係は微妙なものであるが、プロジェクトが環境整備を行うことで、内閣府と反汚職委員会との定期的な対話が行われようになった。NIU 会合には ACC の代表者も参加するようになり、反汚職委員会がフォーカルポイントに対して汚職防止に関する研修やワークショップを開催した。また、内部通報者保護制度、公聴会、BPR といったガバナンス関連施策を汚職防止に向けて活用しようとしている。課題は、これらの施策を着実に実施し、その有効性を高めることである。

(5) 内閣府の行政官、フォーカルポイントの能力が高まりつつある

健全な国家の実現については、今までも数々の施策が導入されてきたが、実施されることなく放置されてきた。その理由としては、内閣府をはじめとする省庁の行政官が、施策を実現するには何が必要なのかを理解していないことが挙げられよう。プロジェクト活動を通じて、政策や戦略の実施には何をすべきかが理解されつつある。例えば、ガイドラインや SOPs の作成、フォーマットの作成、研修の実施、継続的なフォローアップの実施などである。また、施策導入後の継続的なモニタリングが施策の実施の徹底に必要なことが、NIS 作業計画のモニタリング活動を通じて実感できたことと推測する。また、技術面でも、NIS 作業計画の作成とモニタリングを通じて、計画策定、モニタリング実施能力を習得しつつある。

5.2 成果の発現を促進した要因

プロジェクト活動の一部に遅れが見えるものの、ほぼ計画どおりに活動を実施してきた。成果の発現を促進した要因と阻害した要因は以下のとおり。

<高官の協力>

円滑な活動を促進した要因としては、内閣官房長官、内閣府の調整・改革担当次官をはじめとする政府高官からの支援が挙げられる。NIS 自体が前官房長官のリーダーシップのもとで策定され、その実現に向けた熱意があった。重要なセミナーやワークショップの際には冒頭から参加し、議論のまとめを行った。調整・改革担当次官も NIIU 会合をはじめ NIS 関連の会合には常に出席している。加えて、プロジェクト活動と直接関連する省庁の次官からもプロジェクト活動への支援を得ることができた。NIS 研修を実施する際には、行政省次官に研修の趣旨を理解してもらい、研修実施機関である BCSAA への協力依頼を行ってもらった。メディア向けセミナー、NGO ワークショップ、民間セクター向けセミナー、教育機関向けセミナーを開催した際には、それぞれの組織のトップの協力を得ることができ、イベントを担当する職員への業務指示を発令してもらったほか、開催当日には進行役を務めてもらった。

<意思決定プロセスの迅速化>

セミナーやワークショップなどを開催する際の業務プロセスは以下のとおりであった。

- ① プロジェクトマネージャー（課長）とアイデアを交換する。
- ② プロジェクトでコンセプトノートを作成し、プロジェクトマネージャーに提出する。
- ③ プロジェクトマネージャーはコンセプトノートを確認し、問題がない場合はプロジェクトディレクター（次官補）に提出し、開催の許可を伺う。
- ④ プロジェクト・ディレクターが開催の是非を判断する。もしくは内閣府の調整・改革担当次官に判断を仰ぐ。内閣官房長官の協力が必要な場合は、担当次官が官房長官に相談する。

上記の業務プロセスと並行して、プロジェクトでは担当次官に対して直接アプローチを行った。上記②の後に、プロジェクトとして内々に調整・改革担当次官に相談し、開催の許可を得ることがあった。許可を得た後は、その旨をプロジェクトマネージャーに伝え、開催に向けてそれぞれ必要な活動を行った。これを可能にしたのは、プロジェクトのナショナルスタッフとして、元官房長官や元局長といった政府高官を雇用したことが挙げられる。官房長官、調整・改革担当次官ともに、元官房長官の昔の部下であり、昔の上司からの依頼事項は真摯に対応するしかない。以上のプロセスは、NGO、メディア、民間セクター、教育機関を対象にセミナー/ワークショップを企画した際にも有効であった。上記①から④までの通常の業務プロセスと並行して、対象組織のトップにアプローチし、協力を得ることで、決定プロセスの短縮が可能になるとともに、関係機関の職員の協力を確実に得ることができた。バングラデシュではこのようなトップダウンアプローチが有効である。

ただし、このようなトップダウンのアプローチは、組織強化といった面からは望ましくない面もあることに留意する必要がある。本来は、大きな方向性はトップダウンで示された後、

課長、局長、次官補、次官それぞれが与えられた権限を行使して物事をボトムアップで進めるべきである。トップダウンアプローチを行うことで不規則な決定プロセスを促進しかねない。

<人事異動への適切な対応>

プロジェクト期間中に、プロジェクト活動に重要な影響を及ぼしかねない人事異動が発生した。2015年10月に官房長官、12月に担当次官の交替、同じく12月にプロジェクトマネージャーである課長の休職が続いた。プロジェクト活動の存続への懸念もあったが、新しく就任した官房長官、担当次官、課長も、前任者と同様にプロジェクト活動に参画している。この要因として、11月にフォーカルポイントワークショップを開催し、官房長官の出席のもと、NISの進捗を確認したこと、12月にはNIIU会合を開催し、担当次官に対してNISの進捗を確認したことが挙げられる。これらのイベントを通じて、就任間もない官房長官と担当次官のNISに関する意識を高めることができた。

<NISとAPAの連携>

NISと、内閣府調整・改革局が並行して実施している年間業績契約制度（APA）が連携するような制度設計を行ったことも促進要因として挙げられる。繰り返しにはなるが、APAは毎年、内閣府とその他の省庁の間で年間に実現すべき目標を設定し、双方が署名することでコミットメントを担保する仕組みである。目標達成状況を測定するための指標も設定されている。年度目標には各省庁共通の目標と省庁独自の目標があり、共通の目標にはNIS作業計画の策定と実施が含まれている。もし、ある省庁がNIS作業計画の策定を怠った、もしくは作業計画に基づいて活動が行わなかった場合は、APAで減点される。NISでは活動を怠った組織への減点といった罰則がない一方、APAでは年間の点数によって組織が評価される。APAにNISに関する項目が含まれることによって、関係者間のNISに関する意識も高まり、実現に向けた活動が促進されることが期待できる。

5.3 成果の発現を阻害した要因

<NIIUのキャパシティ、フォーカルポイントの人事異動>

内閣府調整・改革局はNISとAPA双方を実施していることで多忙を極めている。NIIUに属する次官補と課長はAPAの実施も担っている。名前こそ国家健全性実施ユニットであるが、NISの関連業務に特化しているわけではない。APAとNISが同一の組織によって実施されることで、上述のようにAPAにNISに関する項目が採用されるといった連携が可能になる反面、APAの活動で多忙な時期はNISの活動が疎かになる。

フォーカルポイントの頻繁な人事異動は、成果の発現を阻害しかねない。上述のように、NIS研修を受けた少なくないフォーカルポイントが既に異動している。人事異動といった公務

員人事制度を本プロジェクトでは変えることはできないため、所与の条件として、2年目にNIS研修を実施した際に、新たにフォーカルポイントに任命された行政官には、追加で3日間の研修を提供したように、適宜、フォローアップ研修を実施することが必要だった。フォーカルポイントの補佐役を任命し、各省庁に2人のNIS担当行政官を配置するのも一案である。しかし、これは研修やワークショップの規模を2倍にすることになるので、投入規模をふまえて慎重に検討しなければいけない。

<執行委員会の不機能>

内閣府(NIIU)がモニタリング結果を執行委員会に報告し、必要な対策を講じることなしにNIS実施に関するPDCAサイクルは完結しない。NIS文書では、国家健全性諮問評議会(執行委員会)は年2回開催されることになっており、執行委員会の開催を前提としてプロジェクトを設計したために、プロジェクト目標や成果の指標を達成することが難しくなっている。

6. 提案：NIS 実現に向けた今後の活動

第5章で記述したNISに関する課題をまとめると以下のとおりである。

- これまでに取り組んできたのはNISの実施体制整備と実施促進で、NIS実施そのものはこれからの課題である。
- NIS実施体制の更なる強化が必要である。特に、セクターや地方へNISを展開するための実施体制を構築する必要がある。執行委員会の活性化も求められる
- 一般国民を対象としたNIS広報活動を推進する
- ガバナンス関連施策の確実に実施する

このうち、1番目と2番目の課題は関連している。国家健全性の実現を目指し、ガバナンス改善、汚職撲滅、行政サービスの質の向上を実現するには、中央省庁を対象に活動するだけでなく、セクターや地方でNISを展開することが不可欠である。NISが承認されて3年が経とうとしている。近いうちに目に見える成果を出せないと、NISに関する疑問の声が聞かれるようになることも予測される。以上の課題をふまえて、下記の方針に基づき今後のNIS関連活動を実施することを提案する。

(1) 目に見える成果に結びつくような仕組みを構築する

NISを実現することで何が変わるのか、“NIS, So what?”に答える必要がある。エンドライン調査結果が示すように、行政官、一般国民ともに汚職に対する問題意識が高まっている。NISの成果が目に見えるようになれば、ガバナンス改善や汚職防止に関する活動が加速する。逆に示せない場合は、「シニカル」な風潮が広まる恐れがある。

NISを実施することで、公務員の汚職が少なくなる仕組み、アカウンタビリティの向上を通じて行政サービスの質が改善する仕組みを構築することが求められる。ただし、留意すべき点は、内閣府は行政サービスを提供する省庁の実施機関とその地方事務所には直接関与できないことから、内閣府がカウンターパートであるNIS支援プロジェクトの枠組みでは、行政サービスそのものの改善を実現するのが難しいということである。内閣府をカウンターパートとしつつも、NIS実施のPDCAサイクルを省庁の実施機関やその地方事務所、県やウパジラといった地方まで広げないと行政サービスの質の改善につながらない。内閣府が行政サービスに関与する行政官を対象としたNIS実施促進研修を実施することも検討されるべきである。

(2) NIS実施体制（PDCAサイクル）の更なる強化

プロジェクトでは、NIIU と関連省庁のフォーカルポイントを中心とした PDCA サイクルを確立した。しかし、執行委員会が開催されなかったことから、執行委員会を含んだ PDCA サイクルは確立できなかった。NIS 実施に関する PDCA サイクルを確立するためには、執行委員会と NIIU との連携を強化することが必要であるが、執行委員会は議長が財務大臣であることから、内閣府としてもその開催を依頼するのが難しい。財務大臣をはじめとする NIS に対する政治的コミットメントをいかに確保するかも今後の課題となろう。

PDCA サイクルの質の向上も必要である。まずは省庁など関係機関内の PDCA サイクルの質を高めなければいけない。フォーカルポイントが単独で NIS 活動計画を作成するのではなく、倫理委員会で議論し、計画の実施に向けて委員会の議長がコミットする、四半期ごとにモニタリングを行い、計画どおり活動が実施されなかった場合は、その理由を分析する必要がある。そのためには、倫理委員会のメンバーである次官など高官の意識を高めないとはいけない。プロジェクトでは、グッドプラクティスセミナーに省庁の次官を招待したが、計画していた高官を対象とした NIS セミナーを開催できなかった。高官を対象としたセミナーを開催し、啓もうすることも一案ではあるが、APA のように首相の面前で、各省庁の NIS 作業計画に官房長官と次官が署名をするといった場のセッティングも検討すべきである。また、内閣府（NIIU）の人員不足等を考慮し、NIS 作業計画フォーマットと APA フォーマットの統合することを検討する必要もあろう。

（2）セクター、地方への NIS 展開

上記のとおり、公務員汚職の減少、行政サービスの質の改善に向けた仕組みを構築するには、セクター省庁を通じ、それぞれが管轄している実施機関とその地方事務所にアプローチする必要がある。中央省庁が作成する NIS 作業計画に、実施機関や地方事務所の実施すべき活動を取り上げ、その実施状況を中央省庁を通じてモニタリングしていくことが求められる。同時に、実施機関が NIS 作業計画を策定し、地方事務所へ NIS 関連活動を普及することも一案である。

並行して、県長官、ウパジラ長官がそれぞれの地域に NIS を広めるといったアプローチも考えられる。その際は、県長官やウパジラ長官の役割、長官事務所の行うべき活動を明確にしなければいけない。その際は、JICA がガバナンス分野において実施中の他案件とも連携することが望ましい。

（3）国民を対象とした NIS 広報、国民の啓もう

第1章で述べたように、NIS は社会運動である。国民一人ひとりが NIS を意識し、行動を起こすことが求められる。これからは、国民を対象に NIS のコンセプトとコンテンツを広める広報活動にも力を入れる必要がある。また、情報公開制度や苦情申立制度の意義を広

め、その活用を働きかけることで、行政機関のアカウントビリティを向上させることも可能になる。行政機関に対してアカウントビリティ向上の意義を唱えるだけでなく、国民や市民社会からの圧力といったボトムアップのアプローチも採用すべきである。

(4) ガバナンス関連施策の実施

行政機関のアカウントビリティを高めるための様々な施策が導入されているが、課題は実施に至っていないことである。確実な実施のためには、例えば、実施に関するガイドラインの策定、フォーマットの作成、セミナーやワークショップを通じた関係者の啓蒙、研修による必要な知識や技術の取得が行われなければいけない。また、実施計画の作成、定期的なモニタリングが不可欠である。なお、行政機関のアカウントビリティに関連する重要施策は、情報公開制度、苦情申立制度、公聴会、内部通報者保護制度である。5-1(2)で述べたように、例えば苦情申立制度に関しても、いかに実効性のある制度としていくか、特に行政サービスの前線である地方でいかに展開すべきか検討が必要である。これらは、首相府、行政省、反汚職委員会といった他の行政機関や開発パートナーが関与しており、内閣府はNIS 実施促進という枠組みの中で、これらステークホルダーとも更なる連携を図る必要がある。一方で、上述の「NIS の見える化」の必要性を考慮すると、パイロットベースにてこれらの施策実施を直接支援することも検討に値する。



添付資料

Structure of the National Integrity Advisory Council

1. Prime Minister Chairperson

Minister/ Advisor:

2. Minister of Finance	Member
3. Minister of Law, Justice and Parliamentary Affairs	Member
4. Minister of Local Government, Rural Development and Cooperatives	Member
5. Minister of Home Affairs	Member
6. Minister of Information	Member
7. Minister of Primary and Mass Education	Member
8. Minister of Education	Member
9. Advisor to Prime Minister on Public Administration Affairs	Member
10. Advisor to Prime Minister on International Affairs	Member

Parliament Members:

11. Mr. Abdul Matin Khushru, Comilla-5	Member
12. Mr. Md. Akram Hossain Chowdhury, Nowga-3	Member
13. MR. Asaduzzaman Khan, Dhaka-11	Member

Heads of Constitutional and Statutory Institutions:

14. Chief Election Commission	Member
15. Chairman, Anti-Corruption Commission	Member
16. Chairman, Human Right Commission	Member
17. Chairman, Press Council	Member
18. Chairman, Public Service Commission	Member
19. Chief Information Commissioner	Member
20. Attorney General	Member
21. Comptroller and Auditor General	Member

Educationist, Civil Society and NGOs:

22. Chairman, University Grants Commission	Member
23. Vice Chancellor, Dhaka University	Member
24. Prof. Saidur Rahman Khan, Former Vice Chancellor, Rajshahi University	Member
25. Ms. Arma Datta, Executive Director, Prip Trust	Member

Media:

26. Mr. Iqbal Sohban Chowdhury, President, BFUJ	Member
27. Mr. Mohiuddin Ahmed, Columnist and Former Ambassador	Member

Private Sector:

28. President, FBCCI	Member
29. President, MCCI	Member
30. President, BGMEA	Member

Government Officers:

31. Cabinet Secretary	Member
32. Principal Secretary to Prime Minister	Member
33. Governor, Bangladesh Bank	Member
34. Senior Secretary, Ministry of Public Administration	Member
35. Senior Secretary, Ministry of Health	Member
36. Senior Secretary, Economic Relations Division	Member
37. Senior Secretary, Ministry of Home Affairs	Member
38. Inspector General of Police	Member
39. Secretary, Ministry of Land	Member
40. Secretary, Local Government Division	Member
41. Secretary, Ministry of Information	Member
42. Secretary, Ministry of Education	Member
43. Chairman, NBR	Member
44. Secretary, Finance Division	Member
45. Rector, BPATC	Member
46. Secretary, Legislative and Parliament Affairs Division	Member
47. Secretary, Parliament Secretariat	Member
48. Secretary, Ministry of Primary and Mass Education	Member
49. Secretary, Ministry of Law and Justice	Member

Source: Bangladesh Gazette, issued on 5 December 2012

Structure of the Executive Committee of the National Integrity Advisory Council

1. Minister of Finance	Chairperson
2. Minister of Law and Justice	Member
3. Advisor to Prime Minister on International Affairs	Member
4. Chairman, Anti-Corruption Commission	Member
5. Cabinet Secretary	Member
6. Principal Secretary to Prime Minister	Member
7. Comptroller and Auditor General	Member
8. Senior Secretary, Ministry of Public Administration	Member
9. Senior Secretary, Economic Relations Division	Member
10. Senior Secretary, Ministry of Home Affairs	Member
11. Secretary, Ministry of Information	Member
12. Secretary, Ministry of Education	Member
13. Secretary, Legislative and Parliament Affairs Division	Member
14. Secretary, Parliament Secretariat	Member
15. Ms. Arma Datta, Executive Director, Prip Trust	Member
16. Mr. Iqbal Sobhan Chowdhury, President, BFUJ	Member
17. President, FBCCI	Member

Source: Bangladesh Gazette, issued on 5 December 2012

Annex1 PDM

		Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal		Accountability among state-institutions is increased.	<ul style="list-style-type: none"> % of NIS actions that have made progress, which is related to accountability among state-institutions Trust in state-institutions among citizens increases¹. 	<ul style="list-style-type: none"> The NIS implementation reports Results of survey 	
Project Purpose		An effective NIS implementation framework among ministries/divisions is established.	<ul style="list-style-type: none"> % of NIS work plans among state-institutions that are implemented, monitored and reviewed The NIIU reports the progress of the NIS to the Executive Council twice a year 	<ul style="list-style-type: none"> The NIS implementation reports The meeting record 	Budget for the implementation of the NIS is secured. NIIU and Focal Point continues to be assigned
Output	1	Effective NIS work plans among state-institutions are developed and periodically reviewed.	<ul style="list-style-type: none"> 90% of Ministries, Divisions, and Organisations formulate their NIS work plans 80% of the NIS work plans reviewed based on the results of monitoring activities Number of state-institutions where the Ethics Committee meeting is held regularly 90% of the Integrity Focal Points participate in each focal point workshop organised by the NIIU 	<ul style="list-style-type: none"> The NIS implementation reports The NIS implementation reports The NIS implementation reports The NIS implementation reports 	
	2	NIS implementation among state-institutions is promoted and public acknowledgement of NIS among the staff members of state-institutions is increased.	<ul style="list-style-type: none"> % of NIS work plans among state-institutions that are implemented Number of the NIS implementation reports produced % of the staff members of state-institutions who are aware of the NIS² 	<ul style="list-style-type: none"> The NIS implementation reports The NIS implementation reports Results of survey 	
	3	The preventive capacity of Anti-Corruption Commission (ACC) as mentioned in NIS and stipulated in ACC Act is strengthened.	<ul style="list-style-type: none"> Number of the preventative activities that are implemented by ACC 	<ul style="list-style-type: none"> The NIS implementation reports 	
Activity	1-1.	The Cabinet Division instructs and monitors ministries, divisions, and coordinate with other related state-institutions to hold the ethics committee meetings periodically.		Input	The NIS implementation structure identified in NIS is not changed drastically.
	1-2.	Progress of NIS work plans of ministries/divisions/others are discussed in the Focal Points Meeting, and common features of the ethics committees are identified.		<Bangladesh> <ul style="list-style-type: none"> Counterpart personnel 	Roles of ACC are not

¹ The data is going to be gathered when the project starts.

² The data is going to be gathered when the project starts.

Handwritten marks: a signature on the left margin, and the letters 'AC' and 'B' at the bottom left.

1-3.	The Cabinet Division sets guidance to NIS work plans for ministries/divisions/others through the discussions in the Focal Points Meetings.	and administrative personnel • Office space with necessary equipment for the Project team • Credentials or identification cards	changed drastically.
1-4.	The Cabinet Division strengthens the NIS implementation framework for ministries/divisions, and develops a roadmap towards the NIS implementation.		
2-1.	State-institutions implement their NIS work plan respectively.		
2-2.	The Cabinet Division monitors the progress of NIS work plan by each ministry/division/others.		
2-3.	The Cabinet Division periodically holds necessary workshops/seminars for dissemination of the progress of NIS implementation framework and NIS work plans to raise awareness of NIS among staff members of state-institutions.		
2-4.	The Cabinet Division organizes necessary training programs on NIS implementation for ministries/divisions, including the Anti-Corruption Commission, and other organisations.		
2-5.	The Cabinet Division collects good practices of NIS work plans, and periodically publishes the NIS implementation reports with these good practices and progress of the work plans to raise awareness of NIS in the country.		
2-6.	The Cabinet Division (i) enhances dialogues with the public, national and international academia, and donor agencies, and (ii) collects research outputs on national integrity issues for the further promotion of NIS among state- and non-state-institutions.		
3-1.	ACC develops measures for prevention of corruption and malpractice as mentioned in NIS in close collaboration with the Cabinet Division.		
3-2.	ACC organizes necessary training programs on anti-corruption and malpractice measures for the Focal Points of ministries/divisions and other organisations.		
3-3.	ACC supports the Cabinet Division in implementation of the grievance redress system, and the roles of Ethics Committee for the prevention measures of corruption.		

gpc

H B

Combined Report Summary-2014 of the proceedings of 1st, 2nd and 3rd
Focal Points Workshops on
**“Implementation of National Integrity Strategy (NIS): Progress and
Way Forward”**

Workshops held on:
23, 27 and 30 October, 2014

Organized by: Cabinet Division
In association with
Japan International Cooperation Agency (JICA)

Combined Report Summary of Workshop proceedings

01. Background :

The Government of Bangladesh pledges its state commitment to transform Bangladesh into a country based on equity, justice and free from corruption. In this context Bangladesh assented to United Nations Convention Against Corruption (UNCAC). On 28 October 2014, the Cabinet of the Government of the People's Republic of Bangladesh approved of the "National Integrity Strategy" (NIS) of Bangladesh. Aiming at proper and timely implementation of NIS, the National Integrity Advisory Council and the Executive Committee for the Council were constituted on 29 November 2014, headed by the Prime Minister and the Finance Minister respectively. In accordance with the provision 4.1.(ga) of the NIS document, one NIS implementation unit (NIIU) has been established in the Cabinet Division. On instructions from the Cabinet Division, as many as 59 Ministries/ Divisions and other selected Organizations (M/D&Os) have so far formed Ethics Committees and appointed Integrity Focal Points (FP) so as to accelerate implementation of NIS. In a bid to assess the current implementation status of NIS and evaluate the findings, a research has been carried out by the Cabinet Division in June, 2014. During the research survey the responses/ opinions from the Focal Points of all the 59 M/D&Os are elicited. A brief analysis and evaluation of the inputs received during the three Workshops is as follows.

02. Workshops- organizing and participation:

All the three Workshops were presided over by Mr. Md. Nazrul Islam, Secretary-in-Charge (Coordination and Reforms), Cabinet Division. As a chief guest of the event, Mr. M Musharraf Hossain Bhuiyan, Cabinet Secretary, attended the 3rd Workshop that took place on 30 October 2014. In all the three Workshops 57 Focal Points from M/D&Os took part. The FPs from Election Commission and Armed Forces Division could not turn up to attend the Workshops. In addition to the FPs, the Ethics Committee officials of Cabinet Division, the NIIU officials, the JICA representatives and the team members NIS Support Project, also participated in the Workshops.

03. Objectives of the Workshop:

All the three Workshops were jointly organized by Cabinet Division and JICA with a view to achieving the following objectives:

- a) To learn about the present status of NIS implementation in the M/D&Os
- b) To learn about the problems /challenges encountered by the FPs in implementation of NIS and secure their opinion/ recommendations as how to overcome them
- c) To know about the opinion/ recommendations of the FPs regarding what roles they can play to make the Ethics Committees proactive and more dynamic
- d) To apprise the FPs about the plan and project framework of NIS Support Project so as to gear up the implementation process of NIS
- e) To share with the FPs in analyzing the findings of the research recently conducted by Cabinet Division
- (f) To secure the opinion/ recommendations about next course of future actions for NIS implementation

04. Thematic presentations:

(a) NIS implementation scenario:

On behalf of Cabinet Division, the NIIU makes a power point presentation on “Implementation of National Integrity Strategy (NIS): Progress and Way Forward”. The presentation unfolds the states of NIS implementation phases in 59 M/D&Os. The thematic issues as focused through the presentation, encompasses formulation and activities of Ethics Committees, raising awareness about integrity, exchange of views with stakeholders, holding regular meetings, formulation and execution of Action Plans, application and practices of e-governance, GRS, budget allocation for NIS implementation, application of Right to Information, rewarding system, identification of problems and challenges and measures to be adopted for future by Cabinet Division.

The overall evaluation of research findings reveals that the performances of most of the M/D&Os have not been directly impacted by NIS interventions- these are the

outcome of the natural process. But performances of some of the M/D&Os apparently direct results of the roles played by the FPs and impacts of the Workshops organized in successive rounds. On evaluating the performances of the M/D&Os, it also appears that most of the organizations could not properly identify the institutional problems and challenges relative to NIS implementation, and the priorities. The Ethics Committees of most of the organizations, as further transpires, could not make significant and tangible contributions in promoting the value of integrity and preventing corruptions.

(b) NIS support project :

In the Workshops Mr. TOKURA, the team leader of ‘National Integrity Strategy Support Project’ makes presentation on the Project covering the salient components notably NIS planning, Monitoring, Anti-corruption (Prevention), Capacity Development and Public Relations (PR) to public servants and the society. The project that will span over two years (October, 2014-September, 2016) encompasses some major activities also which are: formulating the road map, updating the work plan, developing guidelines for NIS monitoring, formulating development of NIS progress report, defining roles of the Ethics Committee and the Focal Point towards corruption prevention and PR to government officials and to the society.

(c) Open discussions:

As many as 22 participants speak out their individual comments on issues associated with NIS which are:

1. Forming Thematic Groups in each Ministry and Division may be mandatory;
2. The Focal Point of the Ministry, Division and other organizations may be assigned with the responsibility to make sure that the websites of the his or her organization is regularly updated;
3. The officials can play very significant role for corruption prevention and growth of GDP in way of blending their individual integrity with that of his or her organization;
4. The Terms of Reference (TOR) should be more specifically spelled out;

5. In pursuing the model of the Indian State of Maharashtra, the Bottom-Up approach may be followed in our development planning- integrity driven and highly motivational administrative system may also be placed in practice;
6. From among the staff members the integrity induced excellent performers may be preferred in cases of promotion and training abroad;
7. More transparency should be manifested in the professional engagements by the officials working in public administration. law enforcing agencies, ACC and judiciary, and of other professionals too;
8. Every Ministry and Divisions must make sure that the 4% of the total budget allocation is properly spent for procuring ICT equipment/ hardware;
9. Training at home and abroad should be organized for capacity development of the officials
10. Adequate interventions need to be launched for public awareness building at field and grass root levels

05. Group Discussions and recommendations:

The presentations by the group leaders that entailed the group discussions in the Workshops put forth the following remarks and recommendations:

A. Work Procedures of Ethics Committees

- i. Regular and more intensive monitoring needed for NIS implementation
- ii. Innovative and effective performance appraisal system should be introduced
- iii. Change or amendments in existing policies or work systems can be brought in if deemed necessary to remove the impediments to NIS implementation
- iv. Honest and dedicated staff members need to be rewarded
- v. Identify the strength, weakness, opportunity and threat of the officers and staff of the organizations
- vi. Must include the review of NIS programme and evaluation of the progress in NIS implementation, into the monthly coordination meeting
- vii. Organizing Workshops, Seminars and extensive PR activities
- viii. Revising and updating the action plan as and when necessity demands
- ix. Responsibilities and obligations should be specifically assigned to the officers, staff

and the teams

- x. In the annual meeting of Ethics Committees, the relevant Minister and the Focal Points of other organizations may be invited and exchange experiences with them.

B. Activities of Focal Points for effective implementation of NIS:

- i. Coordinating and aligning the institutional mission and objectives of NIS
- ii. Intensive monitoring and extending assistance, if needed, the NIS activities of the subordinate Organizations
- iii. Inspire others by setting examples of best practices
- iv. Enhancing the capacities of the Focal Points, easing the access to the superiors and consolidating the support of the superiors for NIS
- v. Ensure the internal auditing carried out regularly
- vi. Expansion of e-governance / e-filing practices
- vii. Formulating the action plans and taking decisions in application of bottom-up approach
- viii. Ensuring that the Focal Points are not transferred on short terms, and organizing visits and training abroad for gaining experience good practices

C. Identifying priorities for NIS implementation:

- i. Arranging NIS based training for all staff members
- ii. Holding periodic meetings with the stakeholders
- iii. Setting time line for disposal of grievances and ensuring strict compliance
- iv. Holding up service portals and ensure proper execution of right to information for the citizens and service seekers
- v. Pursuing the principle of “right man in right place”
- vi. Including the NIS into the curriculum for all academic institutions
- vii. Internalizing the spirit and ownership of NIS
- viii. Speedy delivery of hassle free services
- ix. Publishing the property statements of the officials in the websites

- x. Requiring explanations for acquisition of additional properties within the format of Annual Confidential Report
- xi. Announcing one specific date as the “ National Integrity Day” and ensure nationwide celebration.

O6. Concluding speech and remarks:

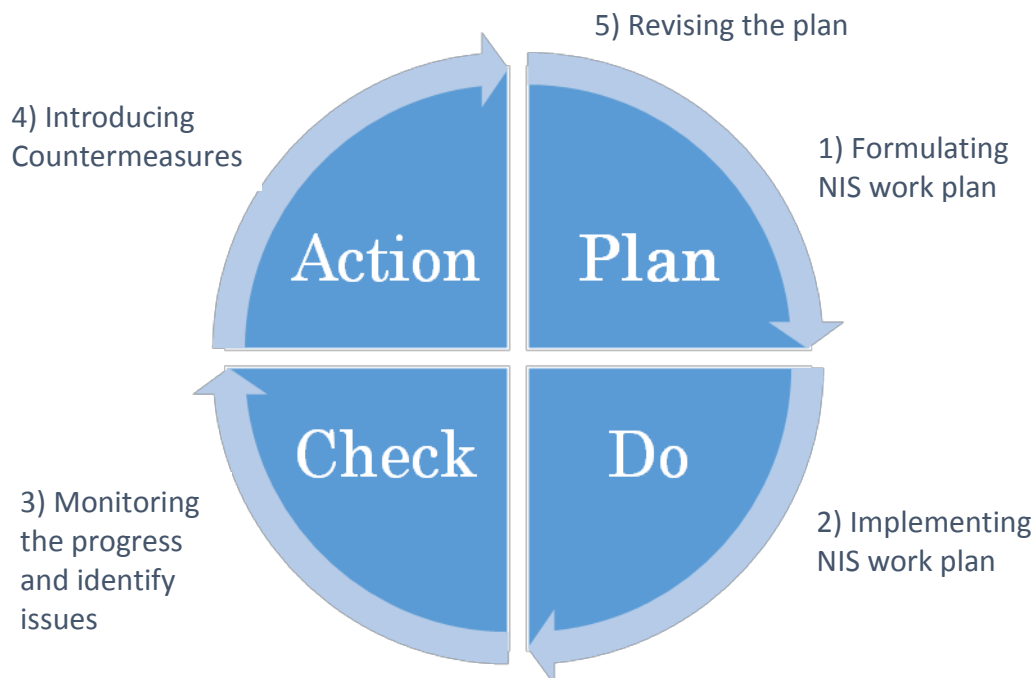
Each of the three Workshops ended up with concluding speech and remarks addressed to the Focal Points and other attending officials, by the Chairperson and the Chief Guest. Their speeches and remarks boil down to the following statements:

- a. ‘Integrity’ ought not to be bounded within conceptual confines- it must be asserted in the behavioral patterns and performance;
- b. Services available at the “Service Portal” should be widely disseminated among the common people. Proactive disclosure of information to the citizens /clients corresponds to the ethical and legal obligations of the public servants;
- c. ‘Integrity’ should be internalized and applied in its holistic approach;
- d. Each Ministry, Division and other organizations should formulate Standard Operations Procedures (SOP) similar to “Secretariat Instructions” and rigidly comply with;
- e. Effective and efficient application of Grievance Redress System (GRS) warrants capacity development of the Focal Points and the officials concerned;
- f. NIIU will be strengthened and its manpower will be enhanced so as to accelerate NIS implementation;
- g. The officials and staff members can be highly inspired by setting examples of best practices;
- h. Instances of best practices can be embodied into booklets that can be widely distributed as has been done by the Cabinet Division.

STANDARD OPERAING PROCEDURE OF ETHICS COMMITTEE

1. Background

Cabinet Division aims at establishing integrity primarily in ministries/divisions/organisations. One of the most useful mechanisms to that end is establishing an implementation cycle of NIS. The cycle consists of: 1) adequate planning, 2) proper implementation based on the plan, 3) regular monitoring on the progress, 4) effective counter measures to the issues identified by monitoring, and 5) revision of the plan. This implementation cycle is called “Plan-Do-Check-Action cycle” for NIS. This cycle needs to be spiralled continuously towards the achievement of integrity.



2. Purpose of SOP

This SOP explains necessary activities taken by the Ethics Committee at each stage of “Plan-Do-Check-Action cycle” for NIS. It is developed to set down uniform procedures by documenting the specific operational processes for repetitive or recurring activities of the Ethics Committee toward establishing Integrity.

By following the SOP, compliance of the Ethics Committee activities with existing administrative and legal regulations is ensured. The SOP also enables the Ethics Committee to act efficiently. The quality of cliental service of ministries/divisions/organizations is

expected to be incrementally improved.

3. Scope of SOP

3.1 Target users

The SOP are designed for the following users. Ethics Committee members, especially the Integrity Focal Points, are able to understand what they are supposed to do at their organisations to promote NIS by reading the SOP. The National Integrity Implementation Unit (NIIU) members and other staff members of the Cabinet Division involved in NIS activities are able to provide a guidance to the Ethics Committees.

- Ethics Committees members of NIS stakeholder organizations, especially Integrity Focal Point
- Staff members of Cabinet Division, especially those of National Integrity Implementation Unit

3.2 When to use

Those target users use the SOP especially:

- When the organisations formulate/revise the NIS work plan; and
- When the organisations monitor the implementation status of the NIS work plan

The SOP are used as a guidebook when new officials are assigned as the EC member and when new Integrity Focal Point is appointed. They are able to get to know what to do.

4. Roles and Responsibilities

4.1. Ethics Committee

Terms of reference of the Ethics Committee are defined as follows in the letter issued by Cabinet Division, on 4 April 2013:

- Identification of successes achieved and problems encountered in establishing integrity in the concerned sector;
- Formulation of time- bound Action Plan to resolve the identified problems;
- Selection of personnel to be responsible for implementation of the Action Plan;
- Implementation and monitoring of the Action Plan undertaken for establishment of integrity in the concerned sector; and
- Sending progress report on establishing integrity in the concerned Ministry/Division/ Organization to the National Integrity implementation Unit (NIIU) of the Cabinet Division.

4.2. Integrity Focal Point

One of the members of the Ethics Committee is appointed as the Integrity Focal Point of the institution. The Integrity Focal Point is expected to work as a member-secretary of the Ethics Committee. His/her main tasks are to coordinate NIS-related activities within his/her institution and to liaise with the NIIU.

4.3. National Integrity Implementation Unit, Cabinet Division

Terms of Reference of the NIIU, approved by the Executive Committee to National

Integrity Advisory Council (NIAC) on 3 September 2013, are as follows:

- Inter-ministerial coordination and monitoring regarding the implementation of the NIS;
- Capacity development activities for the implementation of the NIS;
- Implementation of the GRS, and monitoring of public service delivery;
- Research on the NIS implementation at different ministries and divisions, quality of public service delivery and administrative reforms, and assist researchers in these areas;
- Presentation of proposals, recommendations and advice on the NIS at the meetings of the NIAC and the Executive Committee; and
- Performing the responsibilities assigned by the NIAC and the Executive Committee.

5. Operational Procedures

5.1. Before the formulation of ministry/division/organisation specific NIS work plan

To formulate proper NIS work plan, the Ethics Committee needs to understand 1) the NIS document and 2) current situation of the NIS-related activities at its organization. The Ethics Committee identifies actions listed in NIS that are related to its organization and gather the progress of existing NIS-related activities inside the organization through the discussions with the units.

Activity 1: Identify actions listed in the NIS document that are related to its own organization

Ethics Committee members read the NIS document and select NIS actions that are related to their organisation. Please note that there are quite a few common NIS actions that are to be carried out by all ministries/divisions/organisations.

<Role of Integrity Focal Point>

- Identify the NIS actions related to his/her organisation.
- Call for Ethics Committee meeting.
- Present the list of activities at Ethics Committee meeting.

Please note that, besides the NIS document, the NIU may assign the identified activities to some ministries/divisions/organisations to execute.

Activity 2: Hold a meeting between Ethics Committee and the units in the organization that have achieved success and/or faced a problem

The Ethics Committee organises a meeting with the units that are expected to implement the NIS actions above mentioned. The Ethics Committee and the units discuss the present situation: successes and challenges. The results of the discussion are references for development of NIS Work Plan.

Ethics Committee may conduct SWOT analysis to understand the organization's strength, weakness, opportunity and threat towards the NIS implementation. Understanding of the present capacity of the organization for NIS implementation is good start for NIS planning.

<Role of Integrity Focal Point>

- Arrange a meeting between Ethics Committee and the concerned units.
- Conducts SWOT analysis on behalf of the Ethics Committee and report the result of the analysis to the Ethics Committee.

5.2. Formulation of ministry/division/organisation specific NIS work plan

The formulation process starts with announcement of the guideline by the NIIU, on formulation of NIS work plan, which includes template of the NIS work plan. Then, by following the guideline, ministry/division/organisation starts formulating its NIS work plan. The ministry/division/organisation that has already formulated NIS work plan revises its existing NIS work plan.

Activity 3: Identify activities to be carried out

The Ethics Committee identifies activities to be carried out for NIS implementation. The references are as follows.

- Result of Activity 1: NIS actions that are related to the organization
- The guideline on formulation of NIS work plan announced by NIIU
- Discussion results with the units
- Result of SWOT analysis

The activities identified are needed to be broken down by conducting Work Breakdown Structure (WBS).

Ref) Work Breakdown Structure

The WBS is a visual breakdown of deliverables/activities. The objectives of the WBS are 1) To check whether there is missing or overlapping activities by defining detailed activities of each activity, 2) To assign responsibilities of the activities adequately, 3) To estimate necessary resources, 4) To realise effective monitoring by checking the progress of each detailed activity.

<Role of Integrity Focal Point>

- List up necessary activities to promote NIS by referring to the references above mentioned
- Conduct the WBS and define detailed activities

Activity 4: Draft NIS work plan

The Ethics Committee fills out the template of NIS work plan, which are attached to the guideline. An indicator is to be set for each activity, which means the target to be achieved during the given period. The indicator is used to measure progress of the plan. Responsible unit/person for each activity is to be also stated in NIS work plan.

<Role of Integrity Focal Point>

- Fill out the template developed by the NIIU
- Submit the draft to the Ethics Committee

Activity 5: Finalise NIS work plan

The Ethics Committee discusses the draft NIS work plan and finalises. The Ethics Committee may invite some units of the organisation to the Ethics Committee meeting to discuss the draft plan. The Ethics Committee assigns the identified activities to the unit concerned to execute and designates persons with responsibilities to execute specified activities.

The Ethics Committee may need to form NIS action teams and assign the identified activities to the teams to execute if the activities involve more than one unit or are very complex or technical in nature.

The finalised NIS workplan is submitted to the NIIU.

<Role of Integrity Focal Point>

- Organise Ethics Committee meeting
- Submit the draft to Ethics Committee

Activity 6: Submit NIS work plan

The Ethics Committee submits NIS work plan to the NIIU by the deadline set by Cabinet Division.

<Role of Integrity Focal Point>

- Submit NIS work plan to the NIIU

Activity 7: Revise NIS work plan

The NIIU examines NIS work plans submitted and assesses. Some Ethics Committees may be requested to revise their plans, if the NIIU finds any of the contents of the plans inappropriate/insufficient/superfluous and/or the quality of the plans inferior.

<Role of Integrity Focal Point>

- Receive a comment from the NIIU
- Revise NIS work plan
- Submit the revised NIS work plan to the Ethics Committee and get approval

Activity 8: Secure necessary budget

The Ethics Committee estimates necessary resources to implement NIS work plan and requests for budget allocation to the Finance Division. Please note that each ministry/division/organisation needs to send formal request for necessary budget for NIS implementation before the deadline set by the Finance Division.

<Role of Integrity Focal Point>

- Estimate necessary budget for NIS implementation and formulate the annual NIS budget plan for coming fiscal year
- Submit the financial plan to the Ethics Committee

5.3. Monitor the implementation status of ministry/division specific NIS work plan

Monitoring on NIS implementation is conducted by each ministry/division/organisation every 3 months. Good practices and challenges are identified during the monitoring, and countermeasures for the challenges are proposed. The results of the monitoring are shared in ministry/division/organisation and reported to the NIIU. The results are also disseminated to the officials in the organisation and the public through the website of ministry/division/organisation.

Activity9: Formulate the monitoring plan

The Ethics Committee formulates the monitoring plan on NIS work plan by referring to the guideline on NIS monitoring announced by Cabinet Division. The monitoring plan covers monitoring activities, person in charge, and the schedule.

<Role of Integrity Focal Point>

- Receive the guideline on NIS monitoring
- Draft the monitoring plan
- Submit the monitoring plan to the Ethics Committee and get approval

Activity 10: Conduct monitoring

The Ethics Committee conducts monitoring on implementation status of NIS work plan every 3months by following the monitoring plan. The Ethics Committee checks the gap between plan and actual and comes across cases of successes and challenges. To make monitoring effective and efficient, the NIIU develops and provides the monitoring sheet. The Ethics Committee fills out the sheet and submits it to the NIIU.

<Role of Integrity Focal Point>

- Request the relevant units to provide necessary information for monitoring
- Gather information and fill out the monitoring sheet provided by the NIIU

Activity 11: Discuss the progress of NIS implementation

The Ethics Committee organises Ethics Committee meeting every 3months for monitoring purpose with the Units related and reviews the progress of NIS work plan. Good practices and challenges are identified in the meeting.

<Role of Integrity Focal Point>

- Organise Ethics Committee meeting every 3 months
- Submit the monitoring results to Ethic Committee

Activity 12: Report the monitoring results to Cabinet Division

The Ethics Committee submits the monitoring sheet to the NIIU. Concurrently, the monitoring results are disseminated in ministry/division/organisation. The results are also uploaded to ministry/division/organisation's website for public view.

<Role of Integrity Focal Point>

- Submit the monitoring sheet to the NIIU
- Attend Focal Point Workshop organised by the NIIU and share the progress with other Integrity Focal Points.
- Disseminate the monitoring results in the organisation.
- Upload the results to the website

Activity 13: Take actions based on the monitoring results

The Ethics Committee elaborates necessary activities for next three months and requests the related units to implement the activities. For poor performance, the Ethics Committee discusses a countermeasure with the units in charge.

Please note that the Ethics Committee may need to revise NIS work plan based on the monitoring result.

<Role of Integrity Focal Point>

- Disseminate the instruction of the Ethics Committee to the relevant units towards better implementation of NIS
- Revise the NIS work plan by following the decision(s) of Ethics Committee

5.4. Public Relations of NIS

The concept and contents of NIS needs to be widely shared and clearly understood among the government officials. Ethics Committee members, especially the Integrity Focal Point plays a major role for public relations of NIS within his/her organisation with assistance from the NIIU.

Activity 14: Disseminate the NIS concept and contents

The Ethics Committee makes the officials of its organisation fully understood the concept and contents of NIS by conducting public relations (PR) activities. The reference is the PR strategy formulated by the NIIU.

<Role of Integrity Focal Point>

- Organise an event such as an awareness seminar at the organisation
- Conduct PR activities by using PR materials developed by the NIIU
- Disseminate the activities of Ethics Committee throughout the organisation

Activity 15: Disseminate good practices

The Ethics Committee disseminates good practices of its organisation that obtained through NIS monitoring. Good practices of other organisations may also be used as good reference for motivation and good guidance.

<Role of Integrity Focal Point>

- Organise an event to disseminate good practices gathered through NIS monitoring
- Gather good practices of other organisations and disseminate then in the organisation

Template NIS Work Plan

Ministry A

NIS Work Plan coming 12 months

Approved by
date

Activities	Indicator			Unit/person in charge
	Baseline No.	Target No.	Unit	
1. Ethics Committee Meeting				
(1) Hold Ethics Committee Meeting	0	4	Time	
(2) Formation of Ethics Committee in the subordinate offices	1	10	Number of organizations	
2. Awareness raising				
(1) Hold awareness meeting	0	2	Time	
	0	50	Number of attendances	
3. Capacity Development				
(1) Provision of training in the fields of A	0	100	Number of attendances	
(2) Provision of training in the fields of B	0	100	Number of attendances	
(3) Provision of training in the fields of C	0	100	Number of attendances	
4. Reforms of Rules and Regulations/Ordinances				
5. Rewards for officers				
6. NIS implementation				
(1) E-government				
Internet connectivity				
(2) GRS				
Long pending complaint	100	20	Number	
(3) Formation of Innovation Team				
(4)				
(5)				
(6)				
(7)				
7. Budget allocation				
			Amount	
8. Monitoring				
Formulate a monitoring report				
Submit a report to NIIU	0	4	Times	

Template NIS Work Plan_Revised Ver.

Natioanl Integrity Strategy Work Plan and Progress Monitoring Framework 2016-2017

Name of Ministry /Division/Organization

Activity	Indicator	Unit	Person responsible/ Administra – tive unit	Planning for July 2016 – Jun 2017		Progress Monitoring					Remark	
				Baseline No. (as of June 2016)	Target		1st Quarter Jul-Sep '16	2nd Quarter Oct-Dec	3rd Quarter Jan-Mar, '17	4th Quarter Apr-Jun		
1. Institutional Arrangement												
1.1. Hold Ethics Committee meeting	Meeting held	Number				Plan						
						Actual						
1.2. Hold stakeholder meeting	Meeting held	Number				Plan						
						Actual						
2. Awareness Raising												
2.1. Hold awareness raising meeting	Meeting held	Number				Plan						
						Actual						
2.2. Training for officers at field levels for awareness raising in impementing NIS	Trainees	Number				Plan						
						Actual						
3. Reforms of Laws/Rules/Policies												
3.1.						Plan						
						Actual						
3.2.						Plan						
						Actual						
3.3.						Plan						
						Actual						
4. Incentives for Integrity practices												
4.1. Rewards for Integrity	Reward	Number				Plan						
						Actual						
5. E-governance												
5.1. Introducing online response system	Cases disposed off through e-mail/sms	Number				Plan						
						Actual						
5.2. Video conference	Video conference held	Number										
5.3. Introducing e-tendering	e-tendering introduced	Number										
5.4. Intrducing online service delivery	Online service introduced	Number										
5.5. Introducing e-filing	e-filing introduced	Date				Plan						
						Actual						
6. Innovative initiatives												
6.1. Implementing the innovative idea raised by Innovation Team	Innovative idea Implemented	Number				Plan						
						Actual						
7. Strengthening accountability												
7.1. Organizing meeting of audit committee	Meeting organized	Number										
8. Activities by Ministry/Division/Selected organizations, as mandated by NIS												
8.1.						Plan						
						Actual						
8.2.						Plan						
						Actual						
8.3.						Plan						
						Actual						
9. Ministry/Division/ Slected organization's other initiatives towards integrity												
9.1.						Plan						
						Actual						
9.2						Plan						
						Actual						
10. Budget allocation												
10.1. Indicative budget allocation for implementing Integrity related activities	Money allocated	Taka in lac				Plan						
						Actual						
11. Monitoring												
11.1. Formulate monitoring framework for NIS Work Plan	Monitoring framework formulated	Date				Plan						
						Actual						
11.2. Submit the monitoring report to Cabinet Division	Monitoring report submitted	Number				Plan						
						Actual						

WORKSHOP PROCEEDINGS

- Workshop Title** : Focal Point Workshop on Review of Work Plans
- Sequence Status** : 1st Round of the Second Series
- Date and time** : 16 March 2015 / 09:30-13:00 hrs.
- Venue** : New Conference Room, Cabinet Division (Transport Pool Building)
- Chairperson** : Md. Nazrul Islam, Secretary (Coordination & Reforms), Cabinet Division
- Participants** : Shown in Annex-1.

01. Commencement

With warm words of welcome for all the attendees, the Chairperson lets the Workshop to motion. He briefly explains why the Workshop is organized for and explicitly points to the expected engagements of the Integrity Focal Points (FP) to ‘review their Work Plans (WPs)’ with more professional approach. On referring to the context, he speaks about what they gained from the preceding three-round series of Focal Point Workshops in October 2014 and that from the recently concluded five-day intensive NIS training imparted to three groups of Integrity Focal Points. He expects that the current Workshop will provide them very useful platform to analyze the WPs assigned to their group, making use of the three samples of WPs sent to them earlier. Seeing some new faces as FPs, the Chairperson invites all the attendees to go for individual self-introduction to the House. Done with self-introductions, the Chair requests Mr. Ali Imam Majumder, the Senior National Consultant of NIS Support Project to say few words on the occasion.

On request by the Chair, Mr. Majumder gives out his views about the Workshop. He pronounces off grateful thanks to the Cabinet Division (CD) for their strong commitment to organize the three-round series of FP Workshop within a short period after the 4th NIIU meeting (held on 5 March, 2016). Addressing the participants, he explains what the House wants them to do during the group works and how they will analyze the strengths and weaknesses of each individual WP. He wishes a good success of the Workshop.

02. Presentation by NIIU

As next sequence of the Workshop proceeding, a power point presentation is done by Dr. Abu Shahin M. Ashaduzzaman, Deputy Secretary, on behalf of NIIU, focusing on some critical observations based on the WPs received till then from the Ministries/Divisions/Other organizations. The highlights of the presentation and the remarks of the presenter are concisely paraphrased below:

- The abstract ideas of NIS now emerging in clearer and more concrete dimensions
- At current phase, formulation of WP should no longer be merely ‘copy and paste exercise’
- The FPs were provided with specialized training on NIS and SOP for their guidance
- This time, we are dealing with second generation WPs
- Strengths found-
 - More work-plans received timely
 - More structured and organized
 - Reflection of hard work, sincerity, peer learning and shared experience
 - Prepared through consultative process
 - Well-thought, innovative and encouraging actions visible
 - More than prescribed actions inserted
- Weaknesses found-
 - Few WPs not conforming to the given template
 - All WPs not set for same period as wanted by NIIU
 - Few WPs lack generic activities (GRS, RTI, Internal audit, Innovation team, Rewards, etc.)
 - In few WPs “Time frame” and “Indicators” improperly filled in or left blank
 - Completed activities improperly included
 - Ambiguities perceived about baseline (should be ‘0’ or value of ‘done so far’)
 - Ambiguities perceived about GRS (disposal is what ends with final decision/ judgement)
 - Indicators not measurable
- Suggestions for Quality Improvement-
 - Inclusion of all essential and generic activities
 - Getting the WP approved by respective competent authority
 - Ensuring the required resources available within the given time frames

- Applying predictability analysis and sound judgment to make the implementations possible
- Care against contradictions between time frames and indicators
- Accuracy and consistency of calculations
- Making the proposed coverage rational
- Activities to be precisely defined ensuring coherence between time frame and indicators
- Recommended generic activities-
 - Institutional Arrangement
 - Awareness raising
 - Capacity Development
 - Reforms of rules and regulations/ordinances
 - E- Government
 - Rewards for Officials
 - Accountability tools
 - Others (Innovation Team, Budget, Monitoring)
- Other recommendations-
 - Revise the WP if needed (make it a living document)
 - May submit WP in Bangla or in English
 - Focus on governance targets rather on development targets
 - Should publish the WP in the website

03. Presentation on GRS

On request from the Chair, Mr. Mohammed Khaled Hossain, Deputy Secretary, projects a brief presentation on present status of Grievance Redness System (GRS) at Cabinet Division. The presentation focuses on following aspects:

- The CD's GRS now enriched with robust software
- Can receive accounts of GRS from Ministries/ Divisions/other Orgs. (so far received 9,700)
- The current system cannot deal with the following services
 - Assessment of how much the citizens are happy with redress of grievances

- Sorting the types of complaints (pattern analysis)
- Instant feedbacks from the complainants
- To provide solutions to the above services, new software is almost complete to be uploaded with the existing system

04. Open floor Comments/ Inputs by Participants

During the open discussions, the followings emerge as individual comments from the participants:

Comments	Participants
As Comptroller and Audit General (CAG) office has its own Strategic Plan (2013-2018) in place, should this office need to formulate Annual Performance Agreement (APA) and WP?	Mr. B.C. Mitra, Director, CAG office
Will the Departmental Proceeding (DP) cases be treated as complaint cases under GRS? Should her Ministry stop sending such cases to CD?	Ms. K. Naher, JS, M/O Industries
During NIS training, we were told to exercise freedom to incorporate organizational specific activities in WP- now told to follow the standard format-it needs clarification.	Mr. H.Rahaman, DS, Bridges Division
Three Samples of WPs sent to us, blended training-learnings with own thoughts, lacked uniformity and sound structure- we need an unified, standard ideal model	Mr. M. Karim, DS, M/O Railways
In most cases our ethical standard has gone down, beside official accountability (Juniors to Seniors), mechanisms (e.g. citizen report card as practiced in Bangalore City Corporation area, service evaluation or feedback forms for clients) should be in place to demonstrate accountability to citizens	Dr. S. Arefin, DG (Prevention), ACC
Rationale of WP for one and a half year should be clarified	Mr. Partharathim Deb, DS, M/O DMR
Should we wait for the WPs of the subordinate organizations before finalizing the WP of the Ministry? Then what'll happen about the deadline set by CD?	Mr. K. A. Hannan, DS, M/O Shipping
<ul style="list-style-type: none"> • The WP period from January 2015 to June, 2016 is very rational as it includes the second half of current FY and the whole of next FY that coincides with the contract period APA too - the varied organizational activities may be set out in their WPs under the same standard headings • The FP should be not below the rank of Joint Secretary – best way is to appoint the Wing Chief as Integrity FP 	Mr. Zahiruddin, Addl. Secreatry, M/O Commerce
Some commendable initiatives appear in the WPs of Bridge Division e.g. to carry out audit, improve motivation and ethical standard and to upgrade GRS	Dr. Abu Shahin M. Ashaduzzaman, DS, CD.
<ul style="list-style-type: none"> • Grievance arises when the service is not properly delivered • Absence of complaints does not necessarily suggest absence of grievances- 91% aggrieved does make formal complaints 	Mr. M. Khaled Hossain, DS, CD

<ul style="list-style-type: none"> • Citizen Charter forms part of GRS • If the software based digital GRS gets to full operation, the citizen's grievances can largely be redressed 	
<p>The human is virtually at the center of every system- it is not only the machine but the man behind it is the most important factor to yield the expected positive result (e.g. the online ticketing system of Railway can be blocked anytime by the men behind it with overtly dishonest intent) - here integrity matters.</p>	<p>Mr. Ali Imam Majumder, Senior National Consultant, NIS Support Project</p>

05. The intermittent comments/ responses by the Chairperson

In response to the comments and queries voiced by the participants as well as for contextual references, the Chairperson puts across the following comments-

- To keep consistence with the APAs (to be signed in July, 2015), the WP should cover 18 months
- While formulating WP, the FP should keep in mind the score level he/ she had (out of 16 marks) during the orientation course of the APAs held recently and should address the deficient areas accordingly
- FPs should remain aware of the APA weightage rate (2%) assigned to NIS activities
- Annual objectives and targets are measurably set in the APA (85% marks are Ministry specific and 15% for Governance sector) which is linked to Vision 2021
- The presence of Hon'ble Prime Minister during APA signing ceremony (picture displayed) tells about the strong political commitment of the Government for GPMS
- Completion of WPs by the subordinate organizations should not be the pre-requisite of the WPs of the parent Ministries/ Divisions- the later can finalize their WPs as they represent the totality of the subordinate bodies.
- We may wait for next promotion phase when many of the working FPs (DS) will hopefully be promoted to Joint Secretaries - they may be allowed to keep holding the positions of FPs
- The proposal for appointing the Wing Chief as FP seems reasonably tenable
- The statement of "no complaint received" made by many subordinate organizations is mostly not credible (example of a complaint lodged by a teacher of BCSIR School for unlawful termination /release from the service is cited which was not shown as a pending complaint of grievance)

- The Ministries/ Divisions/ Other Organizations may form a core expert group who can readily address the issues concerning NIS, Right to Information (RTI), GRS, ICT, e-Governance and so on
- Machine and technology can control the Men
- Now-a-days, almost nothing is secret, so the FPs can upload all information of public interest to the Website safely and proactively

06. Group Presentations and observations

The participants are split up in three Groups- A, B &C. The Group-A holds discussions and works on the WPs of five Ministries / Divisions.

06.1. Observations by Group-A for:

i) WP of Bridge Division

- SWOT analysis may not be necessary for NIS Work Plan
- Standard format not followed, such format could make it easier to link with other strategies.
- Institutional arrangement should have been the main focus
- Time frame column is totally absent, time frame column should come after activity column
- Performance indicator & target column-not rightly fulfilled, e.g. in target column timeline was set.

ii) WP of Energy and Mineral Resources Division

- Not done according to format
- Base line column is absent, it seems that it has been done in hurry
- Not detailed enough.

06.2. Observations by Group-B for:

i) WP of M/O Commerce

- Duration of Work Plan should be up to June, 2016
- Number of ethics committee meetings not mentioned
- Responsibilities should be specific
- Internal audit and Citizen Charter not included
- Internal evaluation and budget allocation may be under separate heads
- E-Procurement may be included as a separate activity

ii) WP of M/O Information

- Work Plan should be signed by Chairman, Ethics Committee
- Templet is not followed properly
- Time frame of Work plan should be revised

- Performance Indicator is not mentioned

06.3. Observations by Group-C for:

- i) WP of M/O Women and Children affairs.
 - No targets set for activities under Institutional Arrangement
 - Types of meeting for Awareness Raising -not specified
 - For capacity development training modules and activity like mentoring not spelled out
 - No appropriate activities for service upgrading, which may need change in business flows, in some cases decision may be accorded instantly on citizens' applications, may facilitate the clients with help desk, service based booklets may be published and distributed
 - To enforce application of RTI, more extensive initiatives could be suggested in the WP, e.g. organizing Information Fair (similar to Taxation Fair), Internal and external evaluation, improvement of service delivery system, etc.
 - Rewards for best performers included in WP, but no provisions of Punishments for poor performers are found

06.4. Responses by respective FPs:

On request by the Chair, the FPs of the Ministries and Divisions concerned respond to the group observations. None of them substantially repudiates the findings and shortfalls of the WP of his/her Ministry/ Division, as pointed out by the three groups. They assure of revising and improving their WPs in accordance with the group suggestions and their own learnings from the current Workshop.

07. Special remarks by Joint Secretary (Reforms)

On listening to the participants, Mr. Md. Mohiuddin Khan, the JS (Reforms) of CD, holds up his overall remarks stating that-

- It is normal and natural to commit mistakes while bent to work on some new tasks
- Most appreciable is how far you can develop abilities to identify & rectify the mistakes
- Main purpose of the WP is to improve Integrity through multiple activities
- Other important purpose is to improve the contents and structure of WPs
- The CD can monitor- but the key tasks are left to FPs to accomplish

08. Wrap-up remarks

In fine, the Chairperson holds the view that this time the workshop performance has seemed smarter and has registered a marked departure from the mundane style. Our NIS, as he opines, is founded on broader base. It does not infringe upon the functionalities of ACC. The FPs must strive to own the NIS and work together in spirit of achieving commonly shared goals. With votes of thanks again for all the attendees the Chair winds up the Workshop.

WORKSHOP PROCEEDINGS

- Workshop Title** : Focal Point Workshop on Review of Work Plans
- Sequence Status** : 2nd Round of the Second Series
- Date and time** : 18 March 2015 / 09:30-13:00 hrs.
- Venue** : Conference Room, Cabinet Division, Bangladesh Secretariat.
- Chairperson** : Md. Nazrul Islam, Secretary (Coordination & Reforms), Cabinet Division
- Organized by** : NIIU, Cabinet Division in association with JICA
- Participants** : Shown in Annex-1.

01. Commencement

The Chairperson sets the Workshop on with pleasantries of welcome to all present in the House. Terming this Workshop as the 5th in the series, he mentions that the main purpose of the Workshop, is to make the work plans smarter by modifying and improving upon the submitted ones. He unveils his expectations about better output from Focal Points (FP) and others who are attending the Workshop. Pertinently he reminds the FPs about the short training recently conducted on Government Performance Management (GPM) System. Referring to the key objective and background of NIS, he invites attention of the House to a video clipping of the Cabinet Secretary's interview recorded and broadcast by BTV on 9 December 2014. He invites everyone's attention to the key messages of the interview talk encompassing the critical linkage between integrity, corruption prevention and good governance vis-a-vis the key roles of 10 State and 6 Non-State Organizations for NIS implementation.

The Chair requests the FPs to be more dedicated to preparing the WPs in the same spirit as most of them demonstrated in performing case annotations in the beginning of their service careers. A short video on signing of Annual Performance Agreement (APA) in presence of Hon'ble Prime Minister is displayed to convey the message that target based performance management is a strong political commitment of the Government. He then extends his request to Mr. Ali Imam Majumder, the Senior Consultant of NIS Support Project, to speak out his remarks for the participants of the Workshop.

In addressing the participants Mr. Majumder asserts that the most important part of the workshop is the group discussions and recommendations as had been worked out in the foregoing workshop series too. He announces that in the current workshop three groups will be formed comprising FPs/ representatives from 7-8 Ministries/ Divisions/ Organizations. Each Group, he adds, will be required to critically review and analyze two WPs of other Ministries/ Divisions/ Organizations. Each Group leader will present the findings and recommendations underlining the strengths and weaknesses found in the WPs. The FPs/ representatives concerned, however, will be required to interact or explain in response to the group findings. He pays special thanks to the Cabinet Division (CD) for promptly organizing the Workshop and expects full and sincere cooperation from the participants to make it a good success.

02. Presentation by NIIU

On the next turn of the Workshop proceeding, Dr. Abu Shahin M. Ashaduzzaman, Deputy Secretary, comes up with a presentation on behalf of National Integrity Implementation Unit (NIIU), focusing on some critical observations based on the WPs received till date from the Ministries/Divisions/Other organizations. The major points of the presentation and the remarks of the presenter are succinctly enunciated below:

- The abstract ideas of NIS now emerging in clearer and more concrete dimensions;
- At current phase, formulation of WP should no longer be merely ‘copy and paste exercise’;
- The FPs were provided with specialized training on NIS and SOP for their guidance;
- This time, we are dealing with second generation WPs;
- Strengths found;
 - More work-plans received timely
 - More structured and organized
 - Reflection of hard work, sincerity, peer learning and shared experience
 - Prepared through Consultative process
 - Well-thought, innovative and encouraging actions visible
 - More than prescribed actions inserted
- Weaknesses found;
 - Few WPs not conforming to the given template

- All WPs not set for same period as wanted by NIIU
- Few WPs lack generic activities (Grievance Redress System ((GRS)), Right to Information ((RTI)), internal audit, Innovation Team, Rewards, etc.)
- In few WPs “Time frame” and “Indicators” improperly filled in or left blank
- Completed activities improperly included
- Ambiguities perceived about baseline (should be ‘0’ or value of ‘done so far’)
- Ambiguities perceived about GRS (disposal is what ends with final decision/ judgement)
- Indicators not measurable
- Suggestions for Quality Improvement;
 - Inclusion of all essential and generic activities
 - Getting the WP approved by respective competent authority
 - Ensuring the required resources available within the given time frames
 - Applying predictability analysis and sound judgment to make the implementations possible
 - Care against contradictions between time frames and indicators
 - Accuracy and consistency of calculations
 - Making the proposed coverage rational
 - Activities to be precisely defined ensuring coherence between time frame and indicators
- Recommended generic activities;
 - Institutional Arrangement
 - Awareness raising
 - Capacity development
 - Reforms of rules and regulations/ordinances
 - E- Government
 - Rewards for officials
 - Accountability tools
 - Others (Innovation Team, Budget, Monitoring)
- Other recommendations;
 - Revise the WP if needed (make it a living document)

- May submit WP in Bangla or in English
- Focus should be on governance targets rather on development targets
- Should publish the WP in the website

03. Open floor Comments/ Inputs by Participants

Back on the Presentation by Dr. Ashad, the Chairperson leaves the floor open for the participants to contribute with their comments. The comments so received are summarized below:

Comments	Participants
<ul style="list-style-type: none"> • The most encouraging initiatives so far done about RTI are formulations of three regulations (Probidhanmala) pertaining to information disclosure and dissemination, protection and disposals of complaints • RTI should be more deeply and extensively integrated with NIS as disclosure, dissemination, protection of information and proper disposal of complaints can greatly contribute to promote integrity • In view of working in close proximity of the people, the M/O Local Government and Rural Development, Education and Health should be given special focus for NIS activities 	Mr. Munshi, Shahbuddin Ahmed, JS, Local Government Division.
<ul style="list-style-type: none"> • Budget estimates are widely different – the amounts proposed by different ministries/ divisions/ organizations appear too large or too small which should not be so • Provisions may be allowed to present the budget estimate under one separate head or sub-head for NIS • A group mail may be developed and put in operation exclusively for the FPs- this can enhance the intra-group sharing and interactions • One alternate/ substitute official should be appointed to keep continuity of NIS related works in absence of the original FP 	Mr. S M Arifur Rahman, JS, M/O Housing and Public Works
<ul style="list-style-type: none"> • Contents of training modules on NIS related subjects should be specified which the training institutes can incorporate into their training curriculum • Panel of experts may be constituted to develop the training modules 	Mr. Md. Rezaul Karim, Dy. Secretary, M/O Social Welfare
<ul style="list-style-type: none"> • Persistently rigorous follow-up and owning the mission of NIS can greatly help mobilize the subordinate organizations and the stakeholders • “Will speak the Truth-Deliver the proper service”-is the guiding motto currently pursued by Ministry of Civil Aviation and Tourism 	Ms. Nandita Sarker, DS, M/O Civil Aviation and Tourism
The disposal of complaint under GRS should mean disposal with final decision	Ms. Maksuda Khatun, JS, Power Division
The GRS team of CD may visit Bangladesh Bank and can buy their innovative ideas and good practices	Mr. Md. Moyeen Uddin, Additional. Secretary, CD

<ul style="list-style-type: none"> Professional commitments from state organizations including Judiciary, and ‘political good-will’ from the political parties are also required which may work as driving force for promoting Integrity Only rewards will not help NIS, punishments for corrupt practices should be there, otherwise good efforts for NIS will not work well The organization should keep list of Corrupt Officials also We should not lose sight of those officials who admitted their guilt of corruptions before the Truth Commission 	Mr. Kabir Bin Anwar DG (JS), Prime Minister’s Office.
A unified format for NIS budget proposal may be developed and sent to all Ministries/ Divisions/ Organizations for compliance accordingly	Mr. Prodip, Kumar Saha, DS, Statistics and Information Management Division.
In formulating the budget estimate, proper explanation should be furnished if proposed for additional allocation	Mr. Md. Mahiuddin Khan, JS (Reforms), CD
The Registrar of Hon’ble Supreme court may be invited to attend some of the important NIS events (workshops/ Seminar/ Consultation meetings etc.)	Mr. Sk. Humayun Kabir, DS, Law and Justice Division.
<ul style="list-style-type: none"> Bangladesh Bank (BB) has adopted the issues of NIS very seriously since the day of receiving the instructions (17 May 2013) from CD Some of the remarkable good practices of BB are, e-recruitment, e-tendering, own Intranet system, e-pass, e-library, e-movement, online GRS, online supervisions, online disclosure of all rules and regulations, composing and dissemination of small lyrics and slogans on Integrity 	Ms. Nazneen Sultana, Deputy Governor, Bangladesh Bank.
The most significant achievement of the current workshop is learning about proper time management which the group participants have appreciably shown this time	Mr. Ali Imam Majumder, Senior Consultant, NIS Support Project.

05. The intermittent comments/ responses by the Chairperson

In response to the comments and queries voiced by the participants as well as for contextual references the Chairperson puts across the following comments-

- The submission of WP by any Ministry/ Division/ Organization within the given deadline of 15 March 2015, will qualify it to score the full weightage (2%) for current financial year (FY). But for the upcoming FY, the quality and level of WP implementation will be the touchstone to determine the score on weightage
- The Ministry/ Division/ Organization will basically play the key role for NIS implementation, the CD will act as a trouble shooter.
- If the RTI is rigorously and religiously followed and implemented, 50% job of NIS is done

- The ideas about alternate official for FP and group mail are appreciable
- An one page format of how to lodge the formal complaint by the clients/ citizens can make the GRS much easier and yield better relief to grievances
- The system of Bangladesh Bank as how the abuse of overtime bills can be digitally prevented is a good learning for us to apply.
- Many cases of monthly pay order are found lying pending for 11 to 12 years as we have evidently observed which is really unfortunate.
- In order to promote RTI, all the Ministries are expected to formulate proactive disclosure policy as has already been done by Ministry of Industry which is excellent!
- For RTI interventions, we feel that a Joint Secretary or at least a senior most Deputy Secretary should be put in charge in each Ministry or Division.

06. Group Presentations and observations

The participants are divided into three groups- A, B &C. All the three groups hold discussions and work on the WPs of six Ministries/ Divisions.

06.1. Observations by Group A for:

- i) WP of M/O Civil Aviation and Tourism
 - A new column titled as “Remarks” may be added to the given format of WP
 - The WP does not conform to the model format
 - The activities should have been classified according to objectives (e.g. 4.2. -2.xx)
 - No inter-ministerial meetings need to be held for creation of new posts or abolishing existing ones
 - No target is set in respect to e-procurement and updating of Citizen Charter
 - The responsibilities for holding meetings of Innovation Team are not properly assigned
 - No activities incorporated for implementing the recommendations of Innovation Team
- ii) WP of M/O Fisheries and livestock
 - The WP includes no activities for capacity development in 2016
 - No target to execute the activities of Innovation Team
 - Reporting mechanism to CD on RTI is not made clear (an officer should be assigned for RTI)
 - Well-structured and the time frames are properly set

06.2. Observations by Group-B for:

- i) WP of Statistics and Information Management Division
Strengths:

- Prescribed format followed
- Time frames properly set
- Activities about RTI and GRS properly identified and incorporated
- Monitoring activity almost rightly reflected

Weaknesses:

- Baseline, target and unit not properly filled in
- Too many responsible persons suggested
- The WP not approved by Ethics Committee (EC) and signed by none

ii) WP of Power Division

Strengths:

- Template format followed
- RTI and GRS fairly reflected
- Proposed internet facilities encouraging

Weaknesses:

- Time frame, baseline, target and unit not done appropriately
- Organization specific activities not incorporated
- Budget amount not specified
- WP not approved by EC
- Not signed by the head of the EC

06.3. Observations by Group-C for:

i) WP of M/O Social Welfare

Weaknesses

- The time frame up to June, 2016 not mentioned
- In most cases the target and baseline – not mentioned
- Meeting with Stakeholders not included

Strengths

- The service delivery activities and areas for service improvement properly identified
- The laws, Rules and Regulations rightly identified for revisions and reforms
- Meeting with Stakeholders not included

ii) WP of Roads Transportations and Highways Division

Weaknesses

- No mentioning about number of meeting to be held quarterly
- The meetings shown to be held half yearly
- No broad base of activities suggested for RTI

Strengths

- Baseline and targets are properly addressed

- The model format is properly followed

06.4. Responses by respective FPs:

On request by the Chair, the FPs of the Ministries and Divisions concerned respond to the Group observations. None of them substantially stand to oppose or refute the observations about the WP of his/her Ministry/ Division, as pointed out by the three groups. They, however, agree to undertake revising and improving their WPs in line with the group suggestions and their own learnings from the current Workshop.

07. Special remarks by Joint Secretary (Reforms)

In responding to the interactions from the participants, Mr. Md. Mahiuddin Khan, the JS (Reforms) of CD, gives out his opinions as bulleted below:

- When we embark on any new task, it takes some reasonable span of time to elevate the standard to a higher level;
- Our key purpose of this workshop is to revise the WPs sent to CD and explore out the strengths and weaknesses and concurrently to suggest the best ways to improve them;
- It is good to note that the participants could meet the purpose very successfully;
- They could identify the problematic areas of the WPs and learn how to overcome; and
- We would also give thoughts to the model format and if deemed needed will go for revising it to accommodate your recommendations.

08. End-up remarks

At the concluding phase, the Chairperson observes that now is the time we should make our WP, Citizen Charter and GRS smarter. Given with digital resources available, there is, as he opines, ample opportunities to upgrade our existing systems as classic ones (as already done in India) that must not let the clients keep waiting for more than ten minutes to receive the services, or at least to reach the point of service delivery. The value of integrity should not only be sermonized –it must also be reflected into our conduct and performance. From the next round, as he reiterates, the quality and percentage of WP implementation shall be the principal criteria to evaluate the organizational performance against 2% weightage assigned to NIS in the APA. He expresses his sincere thanks to all the participants for their valuable inputs to improve and enrich the WPs. He concludes the Workshop with special thanks to JICA, Bangladesh Office as well as the NIS Project team for all support and positive collaborations.

WORKSHOP PROCEEDINGS

- Workshop Title** : Focal Point Workshop on Review of Work Plans
- Sequence Status** : 3rd Round of the Second Series
- Date and time** : 19 March 2015 / 09:30-13:00 hrs.
- Venue** : Conference Room, Cabinet Division, Bangladesh Secretariat
- Organized by** : NIIU, Cabinet Division in association with JICA
- Chairperson** : Md. Nazrul Islam, Secretary (Coordination & Reforms), Cabinet Division
- Participants** : Shown in Annex-1.

01. Commencement

Amid the presence of 32 attendees including 19 Focal Points (FP), the Chairperson takes the floor and gives out his greeting and opening remarks. He apprises the house that the current Workshop is the 3rd and last one of the ongoing three-round series. Previously also, he adds, another similar round of Focal Point (FP) Workshops took place though on NIS issues. Moreover, of late, three 5-day intensive NIS training rounds were also organized for the FPs. Thematically the current Workshop focuses on critical analysis of the NIS Work Plans (WP) that have recently been submitted to Cabinet Division (CD). He reminds the FPs about the NIS Work Plan Exercise sessions that he conducted in course of the 5-day NIS training courses at BCSAA. As outcome of the exercise sessions, all the groups submitted model WPs. Out of those, the best three of the WPs (MOPA, M/O Primary and Mass Education and NGO Affairs Bureau) were selected and sent to the FPs to help them as guiding samples. It is good to note that all the Ministries / Divisions seemingly tried hard to formulate their WPs, but still there remain rooms for further improvement. He then explains the purpose of the Workshop pointing to reviewing the proposed NIS WPs to identify the lapses, if any, and improve them structurally and qualitatively. He wants the FPs to bear in mind that the WP has got good linkage with the Annual Performance Agreement (APA) - hence assumed more significant implications.

The Chair then requests all the attendees for introducing themselves individually. Having got the introduction done, he urges Mr. Ali Imam Majumder, the Senior National Consultant of NIS Support Project to put his own views on the event. In response, Mr. Majumder pays complements

to the Chair for offering the opportunity to talk on the occasion. He explains that the main task of the Workshop participants is the group interventions in approach to a given problem. In the current workshop also there will be three groups in place to discuss and find out the positive and negative aspects, that are, strengths and weaknesses of the WPs assigned to them. He expects that the participants will devote their full efforts not only to identify the shortfalls but also come up with positive suggestions and recommendations through their group presentations. He warmly congratulates the Secretary (Coordination and Reforms), Cabinet Division, and his team for displaying their prompt ability to organize the current three round series of Workshop on Work Plans Review,

02. Presentation by NIIU

On the next turn of the Workshop proceeding, Dr. Abu Shahin M. Ashaduzzaman, Deputy Secretary, comes up with a presentation on behalf of NIIU, focusing on some critical observations based on the WPs received till date from the Ministries/Divisions/Other organizations. The major points of the presentation and the remarks of the presenter are succinctly enunciated below:

- The abstract ideas of NIS now emerging in clearer and more concrete dimensions;
- At current phase, formulation of WP should no longer be merely ‘copy and paste exercise’;
- The FPs were provided with specialized training on NIS and SOP for their guidance;
- This time, we are dealing with second generation WPs;
- Strengths found:
 - More work-plans received timely;
 - More structured and organized;
 - Reflection of hard work, sincerity, peer learning and shared experience ;
 - Prepared through Consultative process;
 - Well-thought, innovative and encouraging actions visible; and
 - More than prescribed actions inserted
- Weaknesses found:
 - Few WPs not conforming to the given template;
 - All WPs not set for same period as wanted by NIIU;

- Few WPs lack generic activities (GRS, RTI, Internal audit, Innovation team, Rewards, etc.) ;
- In few WPs “Time frame” and “Indicators” improperly filled in or left blank;
- Completed activities improperly included;
- Ambiguities perceived about baseline (should be ‘0’ or value of ‘done so far’);
- Ambiguities perceived about GRS (disposal is what ends with final decision/ judgement); and
- Indicators not measurable
- Suggestions for quality improvement:
 - Inclusion of all essential and generic activities;
 - Getting the WP approved by respective competent authority;
 - Ensuring the required resources available within the given time frames;
 - Applying predictability analysis and sound judgment to make the implementations possible;
 - Care against contradictions between time frames and indicators;
 - Accuracy and consistency of calculations;
 - Making the proposed coverage rational; and
 - Activities to be precisely defined ensuring coherence between time frame and indicators
- Recommended generic activities:
 - Institutional arrangement;
 - Awareness raising;
 - Capacity development;
 - Reforms of rules and regulations/ordinances;
 - E- Government;
 - Rewards for officials;
 - Accountability tools; and
 - Others (Innovation Team, Budget, Monitoring)
- Other recommendations:
 - Revise the WP if needed (make it a living document);
 - May submit WP in Bangla or in English;

- Focus should be on Governance targets rather on development targets; and
- Should publish the WP in the website

03. Open floor comments/ inputs by participants

Entailing the Presentation by Dr. Ashad, the Chairperson leaves the floor open for the participants to contribute with their comments. The comments /queries so received are summarized below:

Comments/ Queries	Participants
<ul style="list-style-type: none"> • How the NIS activities that had been completed before January 2015 should be shown in the WP? • As for organizing training, which should be the appropriate target-number of course or persons trained? 	Mr. Md. Shafiqul Ahmed, DS, Defence
<ul style="list-style-type: none"> • Completed activities may be shown as values under the 'baseline'. • In respect of training, the target may be number of courses or may be number of persons trained or percentage of officers to be covered within given time frame- this may apply to sub-ordinate bodies too. • In case of training institutes, how many modules on NIS can be included into the training curriculum or courses may be the 'target'. 	Dr. Abu Shahin M. Ashaduzzaman, DS, CD.
<ul style="list-style-type: none"> • Publishing the Citizen Charter in website is logical as it involves public interests. But as the WP comprises the Ministry's internal arrangements only, why should the WP be published in the Website? 	Mr. Md. Amirul Islam, DS, Agriculture
<ul style="list-style-type: none"> • Some guidance may be forwarded by CD as how the internal audit should be accomplished. Can it be done by a third party agency? • Should the monitoring report be submitted quarterly or annually? • As about the Integrity Awards for good practices, the CD may develop and disseminate a template to bring in uniformity and equity in the reward system (as the Ministry specific activities are of different types and nature). 	Mr. Md. Shajedul Quayyum, DS, M/O Land
An expert team may be formed to regularly supervise the performance of wings, branches and sections of a Ministry or Divisions- as has meanwhile been done by M/O Public Administration	Mr. Md. Abdul Kayoum Sarker, DS, MOPA
An internal audit manual has been prepared by Finance Division which has provided for forming an audit committee headed by a Joint secretary. The FD may be requested to distribute and disseminate the manual immediately	Mr. Niaz Rahman, DS, Bank and Financial Institution Division
<ul style="list-style-type: none"> • Public hearing days may be organized at 7 divisional levels • NIS modules should be developed for the training institutes • Recruitment and promotions are most prone to corruptions- so in this respects outsourcing may be a good solution 	Ms. F. R.Veena, DS, M/O Health and Family Welfare
<ul style="list-style-type: none"> • NIS budget estimate of BDT 0.25 million (for 8 workshops with 300 MPs) was sent by Parliamentary Secretariat to Finance Division (FD) - but it was sent back by FD with comment to meet the required needs from resource saving. 	Mr. Surath Kumer Sarker, DS, Bangladesh Parliament Secretariat

<ul style="list-style-type: none"> • According to the existing system, the Parliamentary Secretariat is legally empowered to formulate, finalize and approve their own budget. The budget so approved are supposed to be accepted by FD • As the time for revised budget has elapsed, in the current context, the Parliamentary Secretariat can incorporate their NIS budget estimate into their general budget for 2015-2016. 	<p>Ali Imam Majumder, Senior National Consultant, NIS Support Project</p>
<ul style="list-style-type: none"> • As about proactive disclosure of information, it may be misleading to set the target in percentage (%) as it may vary from office to office. Can it be possible to keep it out of evaluation? • All Record-of Rights (Khatians) under his jurisdictions in the process of being digitized (150,000 done so far) and the land acquisition cases are also being computerized • Database of government owned (Khas) lands are almost ready to be available online very shortly. 	<p>Mr. M. Tofazzel Hossain Miah, Deputy Commissioner, Dhaka</p>
<ul style="list-style-type: none"> • To implement any change initiatives, change of mindset is also importantly needed. • To bring in positive changes to promote integrity forceful jolts among the ‘Wrong Doers’ are needed • Compliance with the instructions of CD and putting lots of efforts in formulating the WPs speaks of certain strengths and positive commitments of the FPs as well as the Ministries and Divisions. 	<p>Mr. Md. Zillar Rahman, Commissioner, Dhaka Division, Dhaka.</p>

04. The intermittent comments/ responses by the Chairperson

Interacting to the comments and queries raised by the participants as well as for referral pertinence the Chairperson puts across the following comments-

- In the APA of the Ministries/ Divisions, the NIS component carries 2 weightage out of hundred and submission of the NIS WP by 15 March will earn the full weightage.
- The training on APA may be conducted by the end of April or first week of May, 2015. On next turn, the quality and status of WP implementation will be the decisive factor to earn the weightage.
- According to provisions of APA, 80% of the information as listed under schedule-1 (page-76-77) of the booklet on RTI, must have to be disclosed (legally it should be 100%).
- Internal audit may also be effected by engaging one wing to oversee and evaluate the performances of other wings. It may be in rough way or in more structured manners
- The WP may be published in the Website-it may cause no harm. It reflects fair transparency, can keep the citizens informed, can reach nearer to them, the booklet on RTI also requires

any plan to be published in website. All are positive results of the revolutionary enactment of RTI.

- It is admirable that the Banking Division has ventured on amendment of 17 laws, preparing guidelines for motivations, constructing 800 e-books (done 200 so far) and special initiatives in WP for office security and punctual attendance.

05. Group Presentations and observations

The participants are divided into three Groups- A, B & C. All the three Groups hold discussions and work on the WPs of nine Ministries / Divisions.

05.1. Observations by Group A for:

i) WP of Bank and Financial Institutions Division

Strengths

- SWOT analysis done properly
- Formulation of research proposal
- Initiatives for reforming 17 laws, rules and regulations
- Formulation of guidelines for motivation
- Constructing e-books (800)
- Ensuring office security and attending the office punctually

Weaknesses

- In the part of training manual, inserting 24 against “Target” is confusing
- Why the target against establishing LAN has been shown as “Project proposal”?
- Why only ‘8’ has been recorded against the target of APA? It is not clear.

ii) WP of Rural Development and Cooperatives Division

Weaknesses

- In respect to “Formation of ECs” and “Appointment of FP”, no numbers / values shown for baseline and target indicators
- Regarding amendments of laws and regulations, the expression ‘Formed and formulated’ is inserted against ‘Unit’- this is not proper and relevant
- The WP appears very ordinary

* No remarkable strength is observed by the reviewing Group

iii) WP of M/O Religious Affairs

- The time frame shown as “December 2014” -not proper

- The numbers shown as ‘42’ and ‘109’ against ‘‘formation of EC’’ and ‘‘organizing meetings’’ respectively are either wrong or ambiguous
- Due importance not attached to ‘‘Public Awareness raising’’
- The segment for GRS is not properly structured up
- Ministry specific activities not incorporated

06.2. Observations by Group B for

i) WP of Health and Family Welfare

- The prescribed format not followed properly
- The Baselines, Targets and Units are not shown
- Only 4 meetings of EC within 18 months seem inadequate

ii) WP of Finance Division

- The WP is done in conformity to prescribed structure
- The activities (Forming EC and formulating their WPs) of the sub-ordinate bodies not included
- The 3rd activity of ‘‘Awareness Raising’’ and the 2nd activity of Capacity Development are identical
- Use of computer facilities is not included or taken into account in respect of Service Up gradation.
- Activities about Transparency and Accountability should be ‘‘Continuous’’
- Against no indicator, ‘‘Submission of personal wealth statement’’ can be shown as ‘‘DONE’’

iii) WP of the M/O Textiles and Jute

- The WP is done in accordance with the structure of the given template
- The activities of the sub-ordinate organizations not included
- The activities shown under GRS are found incomplete
- Activities relating to FP and reporting under GRS not included
- The WP is not signed by the Secretary
- No activities included for monitoring which should have been quarterly.

05.3. Observations by Group C for:

i) WP of M/O Food

Weaknesses

- The given format not properly followed

- Activities for capacity building missing
- Information about Innovation Team missing
- No activities under 3. (3.1-3.5) found
- The activity against 4.3. seems wrongly placed (Foreign Training)
- The 5.2 target (web update) impractical
- The time frame and baseline for Wi-Fi (5.4) not properly done with
- The target/Unit under 5.6. seem confusing
- Under 5.1, specific person required
- Under 6.4 and 6.5 targets are wrongly set
- In 7, Target, Unit, responsibility etc. are not clear
- Unit against 8.2. is confusing

Strengths

- Excepting the weaknesses observed, the other contents of the WP demonstrate strengths.

ii) WP of M/O Agriculture

Weaknesses

- The Unit against 1.1. not properly defined
- For 4 (1-7), Units missing, and
- Some activities placed under Units
- Against 6.1. for Citizen Charter the baseline shown 2 weeks , but target not defined
- Against 7. , the target is not specific
- From 4 onward responsibility is not specified

Strengths

- The proposed activities are well sequenced
- The initiatives are rightly chosen

iii) WP of M/O Defense

Weaknesses

- In some cases the values against “Target” and “Unit” are not specified
- The responsibilities are not clearly specified
- Against 3, “ No of person”- not identified

Strengths

- The activities are nicely mentioned

05.4. Responses by respective FPs:

On request by the Chair, the FPs of the Ministries and Divisions concerned respond to the Group observations. None of them substantially stand to oppose or refute the observations about the WP of his/her Ministry/ Division, as pointed out by the three Groups. They however agree to undertake revising and improving their WPs in line with the Group suggestions and their own learnings from the current Workshop.

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In responding to the interactions from the participants, Mr. Md. Mahiuddin Khan, the JS (Reforms) of CD, gives out his opinions as bulleted below;

- When we embark on any new task, it takes some reasonable span of time to elevate the standard to a higher level
- Our key purpose of this workshop is to revise the WPSs sent to CD and explore out the strengths and weaknesses and concurrently to suggest the best ways to improve them
- It is good to note that the participants could meet the purpose very successfully
- They could identify the problematic areas of the WPs and learn how to overcome
- Very shortly new software will be launched through CD's Grievance Redress System in collaboration with Bangladesh Computer Council that will afford opportunities to the citizens to lodge complaint online.

07. Special Comments by NIS Support Team Leader

The Chair gets pleased to inform the House that Mr. Atsushi TOKURA, the Expatriate Expert and Team Leader of NIS Support Project has been standing by online through Skype. Despite some erratic technical disruptions, he has been watching the proceedings of the Workshop since the commencement. He takes the opportunity to request Mr. TOKURA to say few words in address of the participants. On thanking the Chair, Mr. TOKURA states that he feels very happy in being online with the participants, but gets sorry about his absence in person. He states that it is not an easy task to fill up the WP template. But most important part of the job is proper implementation of the activities as proposed in the WP. He expects that after going back to their work places, all the FPs will dedicate their efforts to improving as well as implementing the WP. He gladly assures of extending all technical assistance by NIS Support project if they need and approach the project team.

08. End-up remarks

At the closing, the Chairperson holds that the whole proceedings of the Workshop have provided great learnings for us. Though we had also bits of confusions about how to go about the NIS and about its planning and implementation, now over the time things are getting understandably clearer. The FPs should now realize that they have crossed over the phase of receiving wake-up calls. They should by now get prepared for solid contribution with vibrant roles and smarter performance. The government commits to keep constantly open to citizens and show what is being done for them- an effective way of good governance in empowering the citizens. Having paid grateful thanks to JICA for continued technical support and also thanking all the attendees phase of the Workshop, the Chairpersons pronounces the event formally closed.

						2013	2014	2015	2016	2017	
35	Setting up of effective server stations and database recovery centres in all districts and Upazilas and at regional levels, and opening of an election resource centre in Dhaka	EC	Cabinet Division	Short term	Plan						Effective server stations and database recovery centres operational in all districts and Upazilas and at regional levels, and election resource centre opened in Dhaka
					Actual						
36	Capacity development of election officials	EC	Cabinet Division	Continuous	Plan						Employees of Election Commission Secretariat and field level trained in election management
					Actual						
37	Strengthening the Election Commission Training Institute	EC	Cabinet Division	Medium term	Plan						Trained trainers and adequate training materials made available
					Actual						
38	Amendment of the law regarding disposal of election disputes; strengthening of Election Tribunals	EC	EE, Legislative and Parliamentary Affairs Division	Medium term	Plan						Election disputes disposed of in short period
					Actual						
39	Implementation of programmes for raising awareness of the voters and candidates	EC	Cabinet Division	Short term	Plan						Target population made aware of their rights
					Actual						
40	Reorganisation of the Attorney-General's Office by creating specialised units like civil, criminal and writ units	AG's Office	Law and Justice Division	Medium term	Plan						AG's Office has separate units for writ, civil and criminal cases.
					Actual						
41	Promulgation of Attorney Services Act	Legislative and Parliamentary Affairs Division	Office of the AG; Law and Justice Division	Medium term	Plan						Attorney Services Act passed
					Actual						
42	Making non-permanent appointments of the Attorney-General, Additional, Deputy and Assistant Attorneys-General on tenure basis (say, five years)	Law and Justice Division		Medium term	Plan						Appointments made on the basis of the proposed provisions
					Actual						
43	Capacity development of law officers	AG's Office; Law and Justice Division	M/o Public Administration, designated training Academy	Medium term	Plan						Capacity of the law officers increased
					Actual						
44	Enhancing legal aid to the poor people	AG's Office; Law and Justice Division	Finance Division	Short, medium and long terms	Plan						Increased number of citizens receive legal aid
					Actual						
45	Formulation of Policy for appointment of PSC Chairman and Members and making appointments on the basis of that policy	Ministry of Public Administration	PSC	Medium term	Plan						Policy regarding appointment of PSC Chairman and the Members approved
					Actual						
46	Introduction of ICT-based examination system	PSC	M/o Public Administration	Medium term	Plan						Completion of competitive examinations within 9-12 months
					Actual						
47	Preparation of a Manual for conducting viva-voce examinations and following the Manual	PSC	M/o Public Administration	Medium term	Plan						Achievement of objectivity in the viva-voce examinations
					Actual						
48	Development of a clearer criteria for promotion of officers and employees	M/o Public Administration	PSC	Medium term	Plan						Criteria introduced and implemented
					Actual						
49	Greater emphasis on merit and rationalising the quota system	M/o Public Administration	PSC	Medium term (Step by step)	Plan						Proportion of appointments based on merit increased
					Actual						
50	Increasing autonomy of PSC with regard to financial and administrative matters	Cabinet Division and M/o Public Administration	PSC	Short term	Plan						Delegation of more administrative and financial powers to PSC
					Actual						
51	Provision of need-based training on modern recruitment system for PSC personnel	PSC	M/o Public Administration	Short term	Plan						Need assessment completed; Training Plan formulated; Plan implemented
					Actual						
52	Establishment of second PSC	M/o Public Administration	Cabinet Division; PSC	Long term	Plan						Second PSC established
					Actual						
53	Undertake legislative measures to make the Office of the C&AG financially, administratively and technically more autonomous	Office of the C&AG	Finance Division	Medium term	Plan						Audit Act passed by the Parliament
					Actual						
54	Undertake a crash programme to cover backlog of audits	Office of the C&AG & Public Accounts Committee	All Government offices	Short term	Plan						Reports submitted within stipulated time
					Actual						
55	Introduction of 'technical auditing' and 'performance auditing' by the Office of the C&AG in line with international best practices	Office of the C&AG	All Government offices	Medium term	Plan						'Technical auditing' and 'performance auditing' put in place
					Actual						
56	Measures seeking compliance of the audit observations in time by the audited organisations through implementing sanctions	Office of the C&AG; Finance Division	All Government offices	Short term	Plan						Responses of the audited organisations; application of sanctions for non-compliance.
					Actual						
57	Formulation of Work Plan for 'Social Performance Audit' to ensure 'value for money'	Office of the C&AG; Finance Division	All Government offices	Short term	Plan						Work Plan formulated
					Actual						
58	Gradual separation of Audit and Accounts functions	Office of the C&AG	Finance Division	Medium term	Plan						Accounts and Audits organised as separate functions
					Actual						
59	Appointment of Ombudsman and recruitment of necessary employees	Parliament Secretariat	M/o Public Administration,	Short term	Plan						Ombudsman appointed and employees recruited; office set up
					Actual						
60	Setting up of the Office of Ombudsman and allocation of necessary resources and logistics	Parliament Secretariat	M/o Public Administration,	Medium term	Plan						Ombudsman's Office established
					Actual						
61	Framing of Rules, and procedures for the Office of Ombudsman	Parliament Secretariat	Legislative and Parliamentary Affairs Division	Medium term	Plan						Rules and procedures framed
					Actual						
62	Review of the Ombudsman Act	Ombudsman	Parliament Secretariat, Legislative and Parliamentary Affairs Division	Medium term	Plan						Report prepared
					Actual						
63	Capacity development of the ACC by reforming the legal structure and providing full independence with respect to investigation and prosecution	ACC, Cabinet Division	Parliament Secretariat	Short term	Plan						Existing law amended
					Actual						
64	Ensuring neutrality and enhancing accountability of the Commission	ACC	Cabinet Division	Medium term	Plan						Existing law amended
					Actual						
65	Implementation of training programmes and other activities for capacity development of Commission and its personnel	ACC	Cabinet Division	Continuous	Plan						Training programmes formulated and implemented
					Actual						
66	Improvement of communication between the ACC and other organisations	ACC	Cabinet Division; other relevant organisations	Short term and continuous	Plan						On demand, ACC speedily gets information from other organisations.
					Actual						
67	Following of best practices, putting them into practice for bringing organisational reforms	ACC	Cabinet Division	Medium term	Plan						Efficiency of ACC increased. Study conducted.
					Actual						
68	Undertaking initiatives for raising awareness among government organisations, businesses, civil society and media on corruption	ACC	Cabinet Division	Short term and continuous	Plan						Effective anti-corruption movement put in place
					Actual						
69	Formation of National Integrity Unit and 'Ethics Committees'	Cabinet Davison	ACC	Short term	Plan						Units for implementation of National Integrity Strategy formed
					Actual						
70	Establishment of Monitoring Cell for monitoring corruption of people engaged in prevention of corruption	Cabinet Division	ACC	Short term	Plan						Monitoring Cell established
					Actual						

						2013	2014	2015	2016	2017		
106	Supervision by the LG representatives in the activities of educational and religion-based institutions	M/o Education; M/o Primary and Mass Education	LG Division		Plan							Supervision conducted by LG representative; Managing Committees formed with the neutral persons interested in education
					Actual							
107	Expansion of the stipend programme for girl students	M/o Education; M/o Primary and Mass Education	LG Division	Medium term	Plan							Stipends given to increased number of girl students
					Actual							
108	Enforcement of 'Right to Information Act'	M/o Information	Media-organisations	Continuous	Plan							Citizens and media receive relevant information from the Government offices
					Actual							
109	Review of Public advertisement Policy and introduction of transparent and fair criteria for public advertising	M/o Information	Media-organisations; Government organisations	Continuous	Plan							Public advertisements distributed on the basis of open competition
					Actual							
110	Promotion of integrity in the media	Media organisations	M/o Information; Press Council	Short term	Plan							Code of conduct for the media workers formulated; code followed.
					Actual							
111	Implementation of the recommendations of the 'Wage Board'	Media organisations	M/o Information	Medium term	Plan							Media-workers receive pay and emoluments on the basis of Wage Board's recommendations
					Actual							
112	Development of professional skills of the journalists in gathering, processing, disseminating and broadcasting of news and information	Media organisations	M/o Information	Continuous; Long term	Plan							Journalists receive training; dissemination and broadcasting of biased and partisan news reduced
					Actual							
113	Strengthening of Press Council as the 'watchdog' of the media	Press Council	Media organisations	Short term and continuous	Plan							Decisions of the Press Council regarding media implemented
					Actual							
114	Ensuring a safe working environment for the journalists	M/o Home Affairs	Media organisations	Short term and continuous	Plan							Cases of violence against journalists reduced and eventually stopped
					Actual							
115	Strengthening of Information Commission	M/o Information	Finance Division; M/o Public Administration	Medium term	Plan							Adequate manpower and logistics provided to the Information Commission
					Actual							

Draft: Function and Role of Integrity Focal Point

1. Function of Integrity Focal Point

(1) NIS document

Functions of Integrity Focal Point (IFP) shown in NIS are: 1) To initiate NIS related activities; 2) To formulate detailed activity plan on the basis of the action plans charted in the National Integrity Strategy; 3) To implement the plan.

(2) Terms of References for Ethics Committee and roles of Integrity Focal Point

The terms of reference for Ethics Committee have been defined by a letter of the Cabinet Division dated 4 April 2013 as follows:

- Identification of successes and problems encountered in establishing integrity in the concerned sector;
- Formulation of a time-bound work plan to resolve the identified problems;
- Assign responsibilities to personnel for implementation of the work plan;
- Implementation and monitoring of the work-plan undertaken for establishment of integrity in the concerned sector; and
- Sending progress report on establishing integrity in the concerned Ministry/Division/ the Selected Organization to the National Integrity implementation Unit (NIIU) of Cabinet Division.

IFP has the responsibility to coordinate the activities of Ethics Committee above mentioned within his/her organization and to liaise with Cabinet Division.

2. Roles of Integrity Focal Point

IFP is requested to conduct the following activities at the initiation, formulation of activity plan, and implementation stages.

(1) Initiation

- 1) Organize Ethics Committee meeting
- 2) Disseminate the NIS concept and contents and increase awareness
 - Seminar, workshop, training for his/her organization
 - Seminar, workshop, training for subordinate organizations
 - Stakeholder meeting
- 3) Gather good practices and share those practices within his/her organization and subordinate organizations
- 4) Report the good practices to Cabinet Division

(2) Formulation of activity plan

- 1) Draft NIS work plan by following the template developed by Cabinet Division
- 2) Estimate necessary budget to realise NIS work plan and formulate the annual NIS budget plan for coming fiscal year
- 3) Submit the draft work plan with the budget plan to Ethics Committee and get approval
- 4) Disseminate the approved work plan within his/her organization
- 5) Upload the work plan on the organization's website
- 6) Submit the work plan to Cabinet Division
- 7) Request subordinate organizations to formulate NIS work plan

(3) Implementation

- 1) Implement the decisions of Ethics Committee
- 2) Implement his/her own initiative
 - Identify an issue
 - Analyse causes of the issue
 - Formulate a proposal
 - Gaining support from colleagues and senior officers
 - Resource mobilization
 - Collective action
- 3) Promote implementation
 - Identify initiatives of colleagues related to NIS
 - Provide necessary support, i.e., technical advice, resource mobilization
 - Promote implementation of accountability tools such as Business Process Reengineering, Grievance Redress System, Right To Information, Internal Audit, and E-government. In case there is another focal point for Grievance Redress System in certain organization, roles of IFP is to report the progress of GRS to Ethics Committee
- 4) Monitoring
 - Monitor compliance with existing rules and regulations and report to Ethics Committee
 - Fill out the quarterly monitoring sheet that is designed by Cabinet Division
 - Submit the draft sheet to Ethics Committee
 - Organize the Ethics Committee meeting and report the progress of previous quarter and issues in the meeting
 - Disseminate the monitoring results and countermeasures for those issues, which Ethics Committee decides to take, within his/her organization, while uploading the results to the website

- Submit the quarterly monitoring sheet authorized by Ethics Committee to Cabinet Division
- Participate in focal point workshop organised by Cabinet Division and share the progress.

(4) Coordination with Cabinet Division

- 1) Send reports and returns to Cabinet Division
- 2) Seek advice and guidance in respect of any NIS related problem if it could not be solved by ministry and division under existing system

COMBINED SUMMARY MEMO OF THREE WORKSHOPS

Workshop Title : Workshop on“Role of Integrity Focal Points in Prevention of Corruption”
Sequence Status : 1st, 2nd and 3rd Rounds
Date and time : 19-21 April 2015 / 09:30-13:30 hrs.
Venue : Conference Hall, Head Quarters, Anti-Corruption Commission (ACC).
Chairperson : Mr. Md. Badiuzzaman, Chairman, ACC

01. Welcome/Inauguration/ Opening-Closing Remarks

All the participants of the three rounds of the Workshop are warmly greeted on formal welcome address by the Chairman, ACC and are also inaugurated by him explicitly.

- The following senior officials of ACC and the Cabinet Division (CD) pronounce out their opening and closing remarks in addresses to the participants:
 - Dr. Nasiruddin Ahmed, Commissioner, ACC
 - Mr. Nazrul Islam, Secretary (C&R), Cabinet Division (CD)
 - Mr. Md. Maksudul Hasan Khan, Secretary. ACC
 - Mr. Md. Mahiuddin Khan, Additional Secretary, CD
- The following team members of NIS Support Project briefly speak out their opening and closing remarks on the occasion :
 - Mr. Kei Kikuchi, Japanese Expert
 - Mr. Ali Imam Majumder, Senior National Consultant

02. Summary of the Chair’s address

- ACC- mandated by the ACC Act, 2004 to take measures for prevention of corruption (PoC)
- With concrete objective for prevention of corruption, ACC’s programs focus on-
 - Working with public & private organizations/re-engineering of work-systems & business process
 - Inter-governmental working group/ promoting best practices/ community involvement
- To control corruption and promote integrity of public servants, priorities should go for -
 - Strict enforcement of recruitment rules, Code of Conduct, clear guidelines, e-gov. practices
 - Utilization of GRS, RTI, Public Hearing (PH) , Whistle Blower’s Act, Internal audit

03. Summary of remarks by others

- Newly promoted Focal Points (FPs) are requested to apply enhanced authority to work more effectively
- Proactive disclosures can greatly contribute to reduce the opportunities of corruption
- PH should be more frequently done- CD has issued official instructions accordingly
- In Malaysia, Singapore, Hong Kong etc. -corruption detection easier(20% goes to informer)

- Integrity is globally valued-**Magsaysay Award** (Philippines) recognizes high integrity in government, courageous service to the citizens and realistic idealism for a democratic society.
- The anti-corruption initiatives may also be brought under weightage in measuring Government Performance Management
- Dissemination and wider publicity of NIS should also be prioritized
- Bangladesh committed to work for PoC in ratifying UNCAC
- Articles-9, 10, 13 & 14 of ACC Act focus on Public procurement/management of public finance, public reporting, participation of society and measures to prevent money-laundering
- Arrange seminars, workshops etc. to enhance awareness & social accountability against corruption- people should know what the Govt. is in practice doing about NIS
- Suggested programs and recommendations should be implementable ones
- Our common people suffer worst in our land and registration offices- so monitoring should be more strict and intensive to make the service providers more accountable
- Service specific Fairs may be organized
- Trainees of Foundation Training Course may be attached to ACC for orientation for 1 week

04. Presentation by ACC

Presenter: Dr. Shamsul Arefin, Director General, ACC

Issues highlighted are-

- ACC's obligations mandated by ACC Act/its Six Major Functions/Institutional Framework
- Compulsions of UNCAC / Existing Administrative Culture and Aims of NIS / Integrity, Accountability, Transparency and Participation for PoC/ Priority Areas for Improving
- ACC's collaboration with others/Botswana Case Study/Civil Society's monitoring for Improved Service Provision/5 Cs Strengthened values & Public Service Ethics in Singapore
- Anticipated Role of NIS Focal Points/ Approaches to be applied to NIS Action Plan:
- Looking Forward :
 - Adopt the demand side approach, stimulate society to move from a culture of acceptance of corruption to rejection of corruption,
 - Minimize Conflict of Interests, motivating and being role models, zero tolerance for corruption, comprehensive regulation etc.

05. Open floor Comments/ Inputs by Participants

The following are the key comments/ inputs contributed by the participants during free discussion:

Queries/ Answers/ Comments	Participants
<ul style="list-style-type: none"> • Discretion should not be limited or controlled – such discretion can create scope for corruption- FPs should • Omissions/mistakes may occur-ACC looks for the INTENTION and who is the beneficiary (Juniors in banks are instrumented to serve others' interest) 	Brigadier (Rtd) M H Salauddin, DG,ACC
<ul style="list-style-type: none"> • Most of the seniors do not like to share or delegate authorities and most of the authorized juniors often not found courageous enough to take proper decision 	Dr. Arefin, DG, ACC

independently- this should change	
• The delegated powers are not fully exercised-sense of fear works in mind	Ms. Maksuda, Power Div.
• Strict compliance with the “Secretariat Instructions” may ensure proper exercise of delegation of power	Mr. Majumder, Senior Consultant, NISSP
• Online e-filing may be good solution to overcome limitations of delegations	Mr. Sukur Ali, M/O Environment & Forest
• In Indian e-system, files will automatically move onto the next senior (e.g. from Director to DG) if not attended within stimulated time	Mr. Nazrul Islam, Secretary, CD (C&R)
• FPs should involve the political leaders in their NIS related programs	Dr. Nasiruddin Ahmed, Commissioner, ACC
• The training on effective team building should be organized by training institutions which can help learn how to achieve common objectives like PoC	Chairperson
• Recommendations and priorities should be research based • Watch dogs should exist to eye on corruptions-ACC can promote them	Dr. Ashad, Dy. Secretary, Cabinet Division
• ACC should work in transparency – if any enquiry / investigation ends in discharge of the alleged accused- the people must know about findings	Mr. K A Hannan, Joint Secretary M /O Shipping
• For integrity-the Govt. should eliminate existing discrepancies regarding age limits and salary structures among different classes of public servants • ACC should also be vigilant to see whether corruption exists within it	Mr. Zahidul Islam, M/O land

05. Group Discussions and Presentations

5.1. Thematic topic: “Possible areas of cooperation between ACC and other State organizations on prevention of corruption.”

The following are the most relevant recommendations -

- At least Additional /Joint Secretaries should be Integrity Focal Points
- The Whistle Blowers’ Protection Act should be immediately enforced
- System pattern analysis should be introduced in GRS
- Procedural simplification/ updating Citizen Charter (Web) / More Public Hearing needed
- Programs for improving connectivity between ACC and other organizations should be initiated
- To avert corruption, ACC may be formally or informally consulted during formulation of project documents or implementation of big investment / procurement projects

5.2. Thematic topic: “Ministry’s possible initiatives on prevention of Corruption, especially of the Ethics Committees and Integrity Focal Points”

The following are the key recommendations -

- Co-opting specialist(s) in Ethics Committee as and when required
- Focal points to regularly visit agencies/ organization/ department to oversee
- Introducing ‘Man of Integrity Award’
- Timely publishing of important circulars/ government orders/ downloadable forms in the websites

5.3. Thematic topic “Possible actions for utilizing accountability tools (such as e-governance, GRS, RTI, Public Hearing, Whistle Blowers’ Protection Act, Internal audit, etc.) for corruption prevention”

The following are the new recommendations –

- e-Recruitment/ e-procurement
- Advocacy and dissemination of the Whistle Blowers’ Protection Act and Formulation of Rules
- Forming Audit Committees/ Preparing Audit Calendar/ Utilize audit fund / Disposal of audit
- Internal Audit
 - Strengthening internal audit objection and effective linkage with external audit
 - Dual responsibility (shared by the incumbent as well as the accounts officers)
 - Strict compliance with the Internal Audit Manual issued by Finance Division

06. Open response to the Presentations

In response to the group presentations, the following key comments came up from the House:

- The factors related to image building of ACC should be specified
- The Secretary being the Principal Accounting Officer should exercise utmost vigilance and diligence in monitoring what is going on at lower levels
- Only grand cases of corruption complaints should be acted upon by ACC- the petty ones should be dealt with Ministries/ Divisions
- The Ministries/ Divisions should promptly address the audit objections while the auditing team should also be held liable for raising irrational objections if any found
- Appropriate software may be introduced /used for handling audit issues
- Motivation to change mind-set with visible positive changes can help corruption control
- Simplification of Rules and Regulations and business process can help reduce corruption
- It is not rational to thrust aside anything for being ‘colonial’-the colonial provision of law on death penalty still holds good in the context of our country.

07. Wrap-up remarks by the Chairperson

The following are the key points of his concluding address:

- The Junior officials being more vulnerable to be entangled with corruption cases should be protected against being instrumented by the superiors or political leaders to serve their interests
 - Few orientation programs (not training) may be organized for the Members of the Parliaments as Parliament is also an important State Organization of NIS.
 - ACC needs solid linkage with Ministries/Divisions/ other stakeholder orgs. of NIS for PoC
 - ACC pursues a fair, unbiased and objective approach and takes utmost caution to differentiate between what is done out of sheer mistakes and what is done with ill motive
 - Sometimes ACC refers some dubious cases to respective ministries / divisions to provide the incumbents opportunities of being heard in familiar environment
 - Most important is how integrity can be practiced by the FPs in professional contexts
 - Thanks for Cabinet Division, NIS Support Project and JICA.
-

EVENT MEMO

FOCAL POINT SEMINAR ON GOOD GOVERNANCE IN JAPAN

Date and time : 01 July 2015, 10:00-12:30 hrs.

Venue : Bijoy Hall, Bidyut Bhaban, Dhaka

Chairperson : Mr. Md. Nazrul Islam, Secretary (C & R), Cabinet Division

Summary of Proceedings

1. Presentation by Cabinet Division

- 1.1 **Title:** *Integrity Strategy in Japan*, **Presenter:** Mr. Moyeenuddin, Additional Secretary
- 1.2 Training and the trainer's (Prof. Masahiro Horie) background -outlined
- 1.3 Training provider GRIPS- visited MIC, NPA and JICA Headquarters
- 1.4 Gen. information, laws on governance, civil service system, code of conduct for Ministers (referred)
- 1.5 Motivation for public service-safeguard orgs: prosecutors office, police, audit board, NEB, FTC.....
- 1.6 Concept of good governance- WB & UNESCO define/ OECD principles for ethics & public service
- 1.7 **Highlights on:** Administrative Counsellors Act, National Public Service (NPS) Act, NPS Ethics Act, NPS Ethics Code and NPS Ethics Board, information disclosure laws, Govt. policy evaluation Act, Administrative Complaint Review Act, Whistle Blowers' Protection Act, Mandatory Reports & disclosure of gifts, process of investigation & disciplinary actions and Ethics Supervisory Officer
- 1.8 **Notable Points:** power saving, transparent office block, press conference arrangement, open dissemination of govt. rules/ regulations and indiscriminate enforcement of laws
- 1.9 **Important Observations:** strictly obeying the ethics code, rule of law, rules preceded by wider consultations, efficient personnel management, limited discretion /max. fairness, no pol. interference
- 1.10 **Applicability in Bangladesh:** Adopting Civil service Act, Ethics Act/ Code, textbooks/ DVDs on ethics, introducing administrative counseling system/regular disclosure of assets/ administrative complaint management system, code of conduct for MPs/ Ministers, making WBP Act operational.

2. Open floor Q&A / Comments

THEMES	RESPONSES/ COMMENTS	PARTICIPANTS
Good Governance	<ul style="list-style-type: none"> • Observed key factors- appropriate laws and rules, strict compliance, ethical grooming from early stage, society rich with knowledgeable people • Fair and efficient govt. officials (resulting from merit-based recruitment system), accountability and transparency promoted by administrative counselors (retired civil servants/professionals) in taking public 	Mr. Md. Shafiqul Ahmed (Joint Secretary)

	<p>grievances/ mediating and by Ethics Board (inspecting public offices frequently)</p> <ul style="list-style-type: none"> • Our Ethics Committee and Japan's administrative counselor / ethics board not exactly similar- the latter viewed as good mix of our NIS ,RTI & GRS, enjoy powers to take administrative actions too • Our laws and rules are sporadic and disintegrated unlike the well concerted and well coordinated legal tools of Japan • In Bangladesh no dearth of laws/ rules, but lack of proper enforcement and non-compliance by the enforcers themselves is the critical area to be addressed as successfully done in Japan • Whatever actors , factors and practices worked there to promote good governance in Japan may not work likewise in Bangladesh- can/should not be transplanted exactly to other country- but the best practices may be our excellent learning 	<p>Mr. Md. Moyeen Uddin (Addl. Secretary)</p> <p>Ms.Nandita Sarkar (Dy. Secretary)</p> <p>Mr. Rawnak Mahmud (Joint Secretary)</p> <p>Ms. Kazi Anarkoly (Director)</p> <p>Mr. Zahir Uddin Ahmed (Addl. Secretary)</p>
Civil Service	<ul style="list-style-type: none"> • Exclusive meritocracy in recruitments /fast promotion on efficiency in Japan should be a very good learning for Bangladesh in respect of governance practices • Competency-based faster promotions for officials • Surprisingly Japan has got only12 ministries as opposed to 58 ministries/divisions in Bangladesh- but still Japan is by far advanced in civil service • The disciplinary actions like Admonishment, Warning and Caution are good practices in the Civil Service System of Japan and the differences among them in career impact are also interesting • The political masters may give policy guidance but should not interfere with the execution processes • In recruitment system written exam. is centrally 	<p>Mr. Moyeen Uddin</p> <p>Mr. Syed Md. Tajul Islam (Joint Secretary)</p> <p>Tapan Kumar Biswas , (Dy. Secretary)</p>

	taken , but interviews are conducted by Ministries as per the job options given by the candidates	
Local Government Institutions	<ul style="list-style-type: none"> • The local government institutions of Japan play amazingly stronger roles in delivery of public services • We may learn how the LG institutions can actively participate in decision making process 	Mr. Moyeenuddin Ms. Fathema R. Veena (Dy. Secretary)
Corruption Control	<ul style="list-style-type: none"> • To promote integrity, strong and unbiased 'political commitment' (evident from five years imprisonment of a former President) and strengthening our own existing state organizations (like ACC/ PSC) is most needed for effective corruption control • In essence no difference exists between Japanese and ours anti-corruption laws- the only difference is the political interference that often plagues us. 	Mr. Ali Imam Majumder (Sr. National Consultant NISSP) Mr. Kazi Wasiuddin (Joint Secretary)
NIS - Integrity and Ethics	<ul style="list-style-type: none"> • The huge gap on per capita GDP between Japan and Bangladesh (US\$ 3,800+ vs 1,300+) may be attributed to why Bangladesh still lags behind Japan in integrity practices and good governance • OECD Principles and the integrity criteria of WB (voice and accountability) are religiously followed in Japan for managing and sustaining ethics in public service- we may learn to obey • The "Public Servants Conduct Rules,1979" in Bangladesh is an excellent tool to control unfair practices and promote integrity-but non-compliance or violations are the problematic area • Professional commitment of the Japanese people is just incredible- markedly high rate of suicides out of mental stresses, agonies and frustrations for not being able to fulfill the employers' expectations • Our Human Rights Commission may also be assigned with similar roles to play as that of the 	Chairperson Mr. ASM Mahbubul Alam (Addl. Secretary) Mr. Bikash Chandra Mitra (Director) Mr. Tapan Kumar Biswas (Dy. Secretary)

	<p>administrative counselors of Japan</p> <ul style="list-style-type: none"> • Formulation of Code of Conducts for Ministers/MPs -harder job, but possible under NIS 	
RTI & GRS	<ul style="list-style-type: none"> • The voluntary role of Administrative Counselors of Japan may not work exactly alike in Bangladesh in the current context, but all the Union Digital Centers, RTI and GRS can serve the same purposes to bring in transparency and accountability in our public service • The wisdom of our retired civil servants may be engaged in jobs for empowering the people • Disclosure of property statement is important, but more important is to ensure verifications and taking actions against owning ill-gotten wealth • Administrative complaint management system may be introduced in the form of GRS system • RTI is held with prime importance in Japan as evident from nice arrangement of press conference hall/ room in every Ministry and Agency offices 	<p>Chairperson</p> <p>Mr. Moyeen Uddin</p> <p>Ms. Fathema R. Veena</p> <p>(Dy. Secretary)</p>
Safeguard Institutions	<ul style="list-style-type: none"> • The Public Prosecution Office may issue and execute warrant of arrest against corrupt persons • The Administrative Evaluation Bureau and the Ethics Board may oversight, investigate and punish for ethical misconducts • The Fair Trade Commission a very powerful authority in Japan looking after ethical compliance by the business organizations- responsible for protection of Consumers' Rights, can take stern actions against business syndications, cartels, extreme monopoly, misrepresentations of products 	<p>Mr. Moyeenuddin</p> <p>Mr. Rejaul Karim (Dy. Secretary)</p> <p>Mr. Md. Shafi-ul-Alam (National Consultant NISSP)</p>
Best practices / Innovations	<ul style="list-style-type: none"> • Big changes possible in Bangladesh also if the IFPs (fortunately most of them are Additional/ Joint Secretaries) work with more dedication (best practices/ innovations in Bangladesh Bank and 	<p>Chairperson</p>

	PSC- good models)	
NIS Work Plan	<ul style="list-style-type: none"> The IFPs must ensure disclosure of all the Work Plans in respective websites (42 done so far) and thereby secure full weightage (2%) from APA 	Chairperson
NIS Support Project- next phase	<ul style="list-style-type: none"> Scope for more experiential learning (including training for all IFPs at home and abroad) expected Programs with wider scopes to outreach the field level and grass root people for dissemination of NIS Inclusion of program to promote our Rules of Procedures More scopes may be accommodated for ACC 	Mr. Habibur Rahman (Dy. Sereatry) Mr. ASM Mahbubul Alam Mr. Shafiqul Islam (Addl Secretary)

3. Remarks by Ms. Ritsuko Hagiwara:

- Very satisfied with the program-thanks for valuable comments by the participants
- It must have significant impact if Bangladesh can frame/ enact the Ethics Code or Act
- The existing Ethics Committee does not have any power of enforcement
- What the Ethics Board does in Japan can partly be assigned to NIS Ethics Committees to perform
- Encouraging that NIS manifests truly political will as the Prime Minister heads the National Advisory Council of NIS and its Executive Committee is headed by the Minister for Finance
- The implementation progress of NIS should be regularly reported to the Executive Committee

4. Recommendations for way forward:

- The Civil Service Act, Ethics Act or Code of Ethics should be enacted/ adopted immediately
 - Text books on ethics and audio-visual materials on ethical practices / case studies may be prepared and disseminated
 - Administrative counseling system may be introduced through Union Digital Centers
 - Mandatory asset disclosure of officials may be made regular
 - Administrative complaint management may be introduced in the form of GRS
 - Code of Conduct for the Ministers and MPs may be introduced
 - The Whistle Blowers Act, 2011, should be made widely operational
-

MEMO OF TRAINING WORKSHOP

On "Development of Monitoring Framework for NIS Implementation"

Date and time : 6 and 7 October 2015, 10:00 hrs.-13:00 hrs.
 Venue : Conference Room, Cabinet Division
 Organized by : Cabinet Division, Dhaka
 Chaired by : Mr. Md. Nazrul Islam, Secretary (Coordination and Reforms),
 Cabinet Division

01. Opening Remarks

The workshop begins with Mr. Md. Nazrul Islam Secretary (Coordination and Reforms), Cabinet Division in the Chair. The Chairperson welcomes all the attendees of the Workshop and speaks out the following remarks:

- The NIS Work Plans (WPs) formulated by all Ministries/ Divisions and other organizations for the period of 18 months (January, 2015- June, 2016) are under way of implementation;
- At this stage it is crucially needed to go for monitoring the implementation progress of the WPs;
- The Cabinet Division has meanwhile developed a draft of Monitoring Framework for the purpose;
- At the end of each of the rest four quarters of the planned period, monitoring may be executed;
- Professor Niaz Ahmed Khan will lecture on concept and importance of monitoring and the Project Director will conduct the practice session; and
- Thanks for continued support of JICA and NIS Support team to organize this workshop too.

02. Remarks for JICA

On the occasion of the Workshop, Mr. Atsushi Tokura, the Japanese Expert and team leader of NIS Support Project speaks out on behalf of JICA. His speech touches the following points:

- It is very glad to see all again in the morning for the Workshop;
- It is very good to say that most of the institutions have formulated the WP;
- Means that it is the turn to see the implementation- FPs have got major roles to play for this;
- One way to do is to push the colleagues for promoting implementation and more importantly the other way is to monitor the progress of implementation in respective institutions;
- The current workshop is very important to provide opportunities of sharing the common idea of monitoring- to know about what to do in each institution;
- The Professor is expected to discuss on concept and importance of monitoring;

- Monitoring is not an examination or a test- it is quite natural that there will be gap between planning and actual implementation;
- Most important is to identify as why there is the gap- the colleagues may be consulted as what measures can be adopted to cover the gap; and
- Would much appreciate the proactive participation by all participants- thanks to all.

03. Lecture on Importance of Monitoring

Dr. Niaz Ahmed Khan, PhD, Department of Development Studies, University of Dhaka, lectures and makes power point presentation on monitoring with specific focus on concept, connotation and importance of monitoring. The summarized points of the presentation are as follows:

- Monitoring and Evaluation (M&E) is not a new concept for the participants- all are already in the process of monitoring- may be good or bad monitor;
- M & E is a package- it is neither M or E- nor M=E, it is M and E;
- M&E has got legal implication/standing- report may be submitted to the Court of law;
- Monitoring implies riding a bicycle with vigilant eyes over ditches or stumbling blocks;
- Monitoring is the continuous or periodic review and surveillance (overseeing) by management at every level of the hierarchy;
- Monitoring is the regular observation and recording of activities taking place in a programme;
- To monitor is to check on how project activities are progressing;
- It is observation- systematic and purposeful observation;
- Monitoring is primarily concerned with procurement, delivery and installation of inputs;
- Monitoring mechanism must be exercised in strict adherence to implementation plans (activities);
- Monitoring must comply with required standards and procedures;
- Monitoring must also be concerned with achievement of planned targets (termed as output);
- Monitoring may selectively make use of facilities/services (outputs) and its results (effects);
- Monitoring may be carried out to check progress towards output targets; and
- Monitoring stresses conversion of inputs to output and concentrates on planned elements.

04. Presentation on Monitoring Framework

Mr. Md. Mahiuddin Khan, Additional Secretary, Cabinet Division, makes a power point presentation on monitoring framework. The summarized points of the presentation is as follows:

- It is good that almost all the Ministry/Division/Organizations could prepare the NIS WPs for 18 months and posted the WPs in respective websites too;
- WP has got no value if proper implementation cannot be ensured;
- Monitoring framework is the most effective tool to measure the progress of implementation;
- Monitoring framework can identify shortfalls and deviations between "Planned Target" and "Actual Achievement" and suggest countermeasures;
- The Cabinet Division has developed a monitoring framework to be practiced with, in the current training workshop;
- The participants are welcome to use it in monitoring exercise and point out omissions or suggest inputs for improvement; and
- Proper application of monitoring mechanism is a comprehensive approach to assess the implementation status of the WP activities- hence is of prime importance.

05. Group Works (Discussions/Practice/Presentation)

Mr. Md. Mahiuddin Khan conducts the whole session on Group Works as a Moderator. He supervises the discussions, guides to apply the monitoring format and clarifies the ambiguities encountered by the group members.

5.1. For the sake of group works all the 26 participants were divided into 4 groups (A, B, C & D) on 6 October (Day-1) and other 28 participants on 7 October (Day-2) were also set to work in 4 Groups (A, B, C & D) like way.

5.2. Each group is given with a copy of NIS Work Plan of a Ministry/Division (M/O Public Administration/Shipping/Social Welfare/Finance Division etc.) and copy of a draft format of monitoring framework, to review the planned activities and post progress records hypothetically applying the format

5.3. All the 8 group leaders present their group findings as what was planned and what is the actual achievement in referring to the following selected activities for the period of four quarters from July, 2015 to June, 2016:

- Formation of Ethics Committee in the subordinate offices;
- Holding Ethics Committee Meeting;
- Arranging the stakeholder meetings;
- Appointment of NIS Focal points in subordinate agencies/departments;
- Conduct training for NIS awareness and Capacity building to Ministry and subordinate Officials;
- Inclusion of NIS in training curriculum; and

- Problem identification of existing acts, rule and regulation.

06. Questions and Answers

Q. Is it required that that the total planned target should be equally distributed among all the quarters of the planned period equally?

A. Not necessarily- depending on the nature of activities and resources available the total target may be set for one or two or more quarter(s)- may be distributed equally or asymmetrically

Q. If the target is set as monthly/quarterly/half-yearly, and actual progress/achievement is otherwise, how it can be shown in the monitoring framework?

A. It is strongly advised that period-specific target should be well thought out and be recorded accordingly- in case of deviation the "Remark" column of the format may be used

Q. How the progress of the foregoing two quarters of the current NIS Work Plan (WP) since January, 2015 to June, 2015 may be monitored and shown?

A. This (number/percentage) should be shown cumulatively in the monitoring framework under separate column titled "**Achievement Jan-Jun'15**" specifying the progress as "**Plan**" and "**Actual**"

Q. How the target to amend Laws/Rules/Regulations may be shown in WP and monitoring format?

A. In WP, it may be shown in time-line and in monitoring format (quarterly) it may be shown in percentage of progress achieved

Q. How the target to develop NIS training curriculum may be shown monitoring format?

A. In monitoring format (quarterly) it may be shown in percentage of contents included or number of training institutes introduced or number of modules developed

Q. Will it be proper to place the Monitoring Framework to EC for approval while Ethics Committee (EC) had already approved the WP with specified targets?

A. There goes nothing wrong if placed to EC for approval as the agenda is different.

Q. The language of the monitoring framework should be English or Bangla?

A. As the WP is in official language of Bangla, the monitoring framework shall also be in Bangla- if needed the Cabinet Division and the NIS project may translate it into English.

07. Observations and final remarks by the Moderator

The Moderator evaluates all the group presentations and makes the following remarks and observations:

- The quarterly progress figures should be exclusively independent -not successively cumulative;
- The total four quarters commencing from July, 2015 and ending by June, 2016 must be included in the next monitoring scheme;

- The draft format of monitoring framework developed by Cabinet Division, will be finalized soon and sent to the Ministries/Divisions/Organizations which may be customized to adapt to the organization specific needs and may be used by them accordingly;
- The customized monitoring framework and quarterly progress report must be placed to respective EC for approval, and both the documents be sent to Cabinet Division after obtaining the approval of EC; and
- The customized monitoring framework may be shared with Cabinet Division before it being placed before the EC for approval.

MEMO OF NIS FOCAL POINTS REFRESHER SEMINAR

Date and time	: 18 November 2015, 10:00 hrs.-12:30 hrs.
Venue	: Bijoy Hall, Bidyut Bhaban
Organized by	: Cabinet Division, Dhaka
Chief Guest	: Mr. Mohammad Shafiul Alam, Cabinet Secretary
Chaired by	: Mr. Md. Nazrul Islam, Secretary (Coordination and Reforms) Cabinet Division
Chief Guest	: Mr. Mohammad Shafiul Alam, Cabinet Secretary

01. Opening Remarks by the Chair:

Mr. Md. Nazrul Islam, Secretary (Coordination and Reforms) Cabinet Division, and the Chairperson welcomes the attendees of the Seminar. In addressing them all, he briefly speaks out touching the following points:

- Many events on NIS have been organized so far since adoption of NIS in October 2012
- Since inception Cabinet Division is dedicated to coordinating and monitoring execution of NIS
- Currently NIS passes through a phase of transiting from conceptual framework to visible reality
- Much credit goes to JICA for their great and continued support
- Good to mention that almost all the Ministries/Divisions/other organizations are engaged in executing their respective 18-month NIS Work Plans and have uploaded the WPs in websites
- Seminar/workshop/training have also been organized exclusively for Integrity Focal Points
- Among 15 Asia Pacific signatory countries to UNCAC, Bangladesh, apart from anti-corruption provisions, has exceptionally shaped up NIS with new approach (holistic) and Integrity contents
- NIS has got broader platform in integrating GPM including Annual Performance Agreement (APA), RTI, GRS as most effective tools for its implementation
- Titled as "Sonar Bangla Gorar Prottoy" ("with commitment to build Golden Bengal") by the Prime Minister herself, and enriched with political commitment as such, NIS can transcend the objectives of UNCAC to greater goals
- It is extremely encouraging and makes us highly optimistic that the new Cabinet Secretary does also undertake strong commitment to be engaged into and lead forward, NIS to its great mission.

02. Presentation by former AC (Land), Paba, Rajshahi:

Mr. Shahadat Hossain Kabir, the former Assistant Commissioner (Land), Paba (currently placed under the office of the Divisional Commissioner, Dhaka, to be posted as UNO) makes a power point and video presentation on some innovative good practices initiated by him while worked as AC (Land):

- Prioritized areas set and notified as - delivery of citizen-friendly and quality services/ upgrading the work environment/ motivating and skill development of, the staff members/ outreaching the land management services to the lowest level
- Old and disarrayed "Record Room" is refurbished, safety ensured (with fire extinguishers), neatly organized- Help Desk ("Sheba Ongon"), Parking Shed for bikes, Waiting Shed for service set up to help the people in receiving land related services
- All the staff members of the land office are mandatorily and visibly wearing the identity cards
- Setting up a platform called "Your AC Land" for direct interview with service seekers
- Online applications by the clients in availing of the information resources of AC (Land)'s website (www.acland-pabarajshahi.gov.bd)
- Open opportunities for clients to share comments and consultations on making use of AC (Land)'s facebook (www.facebook.com/acland.paba.rajshahi)

03. Presentation by Project Director:

Mr. Md. Mahiuddin Khan, Project Director of NIS Support Project, puts up his presentation on NIS Concept, Contents and its Progress. The points raised in the presentation are summarized below:

- **NIS Concept**
 - 1) Holistic approach to promote good governance
 - 2) Looking at entire range of relevant state and non-state institutions, while focusing relationship among them
 - 3) All institutions/Government officials need to play expected and leading roles respectively
- **NIS Contents**
 - 1) Identified challenges faced by different state and non-state institutions
 - 2) Goals of the institutions to ensure integrity
 - 3) Short, medium & long-term recommendations to achieve the goals
 - 4) Time-bound action plan for implementation of the recommendations
 - 5) Institutional arrangement-NIAC, Executive Committee to NIAC, NIU, Ethics Committee/ IFP
- **Progress of NIS Implementation**
 - 1) Formulation of NIS work plan and roadmap-- >done
 - 2) Formulation of guideline on NIS monitoring- >done
 - 3) Sensitization of stakeholders-seminars/ workshops organized

- 4) Defining roles of Ethics Committee and Integrity Focal Point (IFPs) towards corruption prevention- > done
- 5) Training in Bangladesh and Japan- > done and the next are in pipeline
- 6) PR Strategy/ Social Network System (NIS Face book) / Good Practice Seminar- > done
- 7) PR Materials/ Sensitization for senior officials- > under process/preparation
- 8) NIS Baseline Survey and Good Practice Research- > done

- **Project Purpose**

- 1) Establishing “Plan-Do-Check-Action” cycle for NIS implementation
- 2) Organizational arrangement for good governance
- 3) Enhancing capacity of the target groups

- **Project Period**

- 1) Oct 2014 ~ Sep 2016

- **Direct target group**

- 1) The Cabinet Division officials , especially National Integrity Implementation Unit (NIIU) members
- 2) Ethics Committees of relevant government agencies, especially Integrity Focal Points
Some Anti-Corruption Commission officials

04. Open Discussions:

Done with both the presentations, the Chair leaves the floor for open discussions and requests the participants to take part -

Sl. Nr.	Comments and Queries	Participants
1.	It is important to learn what sorts of challenges Mr. Shahadat encountered in taking and implementing his innovative initiatives and how he could overcome them.	Mr. ASM Mahbubul Alam Additional Secretary M/O Information
2.	Converting the old, disarrayed and worn out Records Room into a neatly organized order indicates that the quality of public service at field level is visibly improving	Ms. Mahmuda Begum Deputy Secretary Economic Relations Div.
3.	It is important to learn what factors inspired and motivated Mr. Shahadat to undertake a good series of good practices for improved service delivery to the citizens/ clients	Mr. Aminul Islam Khan Joint Secretary M/O Education

4.	<ul style="list-style-type: none"> • The good practices in public service delivery pioneered by Mr. Shahadat, may be disseminated to all field level officials so as to replicate in their own areas of operations • Mr. Shahadat may let the house know how long it took to make his good practice initiatives fully operational 	Ms. Mahbooba Panna Deputy Secretary ICT Division
5.	<ul style="list-style-type: none"> • The simple intention for undertaking the innovative initiatives was just trying to crack down the invisible wall raised by unscrupulous brokers between local land office and the clients • The Motivation was pleasure of delivering direct benefits of services to the satisfaction of the clients, and trying to build positive image of land administration- above all what was done should not be considered something extraordinary- these are core responsibilities which any government servant is legally bound to discharge • As for challenges, mentionable are: inadequate manpower (alike other land offices), no recruitment against many vacant positions, scanty budget allocations, dominant interventions by the middlemen/brokers, the staff' aversions to changes/innovations, lack of clients' awareness about their rights and existing systems • Could overcome the challenges with generous and encouraging supports from higher authorities, fortunately got few efficient and committed staff , over the time could build excellent esprit de corps • As for how it took to make the good practice initiatives fully operational- it is almost one and a half year- though the total tenure was nearly two years. 	Mr. Shahadat Hossain Kabir Assistant Commissioner (Land), Paba, Rajshahi
6.	<ul style="list-style-type: none"> • Only institutional interventions like Meetings, Work Plan, formal monitoring will not help much to promote Integrity until the mindset is tuned to change • The common people are still not/much aware about NIS- they should be integrated with NIS awareness raising programs • Solutions to the problems of illegal parking, terrible traffic congestions in Dhaka Metropolitan City, and proper collection of holding taxes from the city dwellers by the City Corporations can be ensured if ICT enabled digital systems could be introduced 	Mr. Zahid Hossain Deputy Secretary M/O Science and Technology
7.	<ul style="list-style-type: none"> • Good amount of skepticism in disclosure of public information still 	Mr. Aminul Islam Khan

	<p>persists that needs to be addressed properly</p> <ul style="list-style-type: none"> • It is good to see that APA and NIS have been interlinked- better impacts are expected • Bringing in behavioral change and engaging the people for whose interest NIS is being implemented, and introducing more innovative practices (as done by Mr. Shahadat) are also challenging tasks to promote integrity and good governance 	<p>Joint Secretary M/O Education</p>
8.	<p>In bid to promote Integrity among the public servants, the Second Generation Citizen Charter needs to be revised where specific timelines for service delivery can be incorporated and strict compliance with the Charter should be properly monitored</p>	<p>Mr. Md. Sherajul Islam Joint Secretary Ministry of Food</p>
9.	<p>Integrity should be cultivated and applied not only in workplace, it should be deliberately exercised in family also-it can be inculcated into the minds of children and young generation down from the level of family environment</p>	<p>Ms. Tahmina Begum Joint Secretary M/O Women and Children Affairs</p>
10.	<p>The PR activities should of NIS should be strengthened to sensitize the common people -CDs/ TVCs may be developed and disseminated to promote NIS- Ministry of Information is ready to extend all possible support as has been done to produce one documentary on Good Practices with technical collaboration of Department of Films and Publications</p>	<p>Mr. ASM Mahbulul Alam Additional Secretary M/O Information</p>
11.	<p>NIS Work Plan of Finance Division has been revised in line with the monitoring sheet sent by Cabinet Division- it needs to be clarified whether they can term the sheet (filled-in) as monitoring report</p>	<p>Mr. Narayan Chondra Das Additional Secretary Finance Division</p>
12	<ul style="list-style-type: none"> • Public Hearing (PH) should be looked upon from the viewpoint of the Citizens- it emerges from their social accountability • ACC has so far conducted PH at Muktagacha, Savar and Chokoria - it has been strongly felt that a comprehensive booklet narrating types of services and where available, how is the system to follow to get the services and other relevant information, can reduce public suffering • Formal Integrity Pledge, as practiced in Hongkong, may be introduced for our Government Servants to be signed and obeyed throughout their service career- Good Governance Act may be enacted prohibiting , inter alia, all sorts of Tips and Gifts for them to receive • ACC has also contributed to formulate Rules to the Whistle 	<p>Dr. Shamsul Arefin Director General Anti-Corruption Commission</p>

	Blowers Protection Act- the common people should be inspired to grow bold enough to voice against and resist corruptions	
13.	Apart from being practiced within institutional structure, the Integrity should be anchored in mind also as it has got a fine similarity with our religious beliefs as well.	Mr. Dr. Md. Atiqur Rahman Joint Secretary M/O Disaster Management and Relief
14.	In reviewing the NIS WP, it appears that in some cases our Division has been over ambitious and in few cases too much alert- it needs to be clarified whether the WP can revised to make it more realistic	Mr. Dipankar Mondal Deputy Secretary Road Transport and Highways Division
15.	<ul style="list-style-type: none"> • At initial phase of NIS many of our colleagues used laugh at when talked about NIS, Integrity-things have visibly improved by now • The officers who have been deprived of promotion do not know about the reasons of their failure or tend to raise the question about their competence- this may be a noble effort if they could be intimated about why they could not qualify for promotion 	Mr. Md. Zahidul Islam Deputy Secretary Ministry of Land
.16.	The planned Seminar for Sensitizations of Senior Officers is yet to be organized by the Cabinet Division- it is really needed so as to facilitate the Integrity Focal Points as well	Mr. Parimal Sarker Deputy Secretary, Ministry of Cultural Affairs
17	<ul style="list-style-type: none"> • True that the PR activities on NIS still go inadequate-but efforts are under process to expand such activities- thanks to Ministry of Information for their continued support • The Monitoring Sheet has incorporated two key elements as "Plan" and "Actual" - the achievements need to be posted against corresponding activities on every after three months (quarterly) • One of the important purpose of Monitoring is to make the "Progress" understandably visible • Cabinet Division and the NIS Support Project are all set to extend the purview of NIS to all the Non-State institutions also in near future through more intensive interventions 	Mr. Md. Mahiuddin Khan Project Director NIS Support Project Cabinet Division
18.	<ul style="list-style-type: none"> • The very presence of the new Cabinet Secretary will enormously inspire the IFPs to work for NIS, and boost up their moral as well- thanks to him for being with us all • Mr. Shahadat's presentation messages that strong commitment can make good things happen despite many constraints • Unfortunate to say that most of the Ministries/Divisions/other 	Mr. Ali Imam Majumder Senior National Consultant NIS Support Project

	<p>Organizations do not update the Cabinet Division about internal changes or transfers of their IFPs- it seriously disrupts the normal and urgent communications with them</p> <ul style="list-style-type: none"> • For expeditious implementation of NIS, easier access to the Head of the organizations is critically necessary- so the levels of the IFPs pertinently matter which was discussed in some previous seminars also - this issue may be addressed in the meetings of the Secretaries Committee. 	
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05. Remarks from the Chair

Based on his observations over the proceedings of the seminar the Chair comes up with following remarks:

- NIS no longer suffer from lack of conceptual clarity as was conceived at the initial phase - Integrity means doing things in strict compliance with rules, principles and moral values
- One of the good practices of Bangladesh Bank is electronic billing system that has drastically reduced the malpractices previously occurring in staff overtime billing
- Good to note that more 36 Departments/Directorates are all set to launch their Service Profile online today
- NIS is set to create the grounds for smarter Revised Citizen Charter, Good Governance enactment, more accountability (if not fine for delaying beyond 7 days in performing bounded duty without fair reasons)
- As receivers of remunerations from the public money, the public servants are bound to properly discharge their duties even if they could not be promoted- the existing problems of promotion are likely to be resolved gradually
- The Chairpersons of the Ethics Committees cannot avoid their liability if something goes wrong with implementation of NIS WP and Annual Performance Agreement (individual performance also will be evaluated)
- NIS WP may be revised, but strong justifications should be there
- NIS Sensitization program for the Senior Officers may be organized (venue may be Officers Club) and the positions of IFPs may be decided as Joint Secretary or Senior Deputy Secretary at the minimum- attention of the Cabinet Secretary is humbly drawn.

06. Concluding Remarks by the Chief Guest:

Mr. Mohammad Shafiul Alam, the Chief Guest and the Cabinet Secretary in his concluding remarks succinctly underscores the following points-

- It is observed in many countries that anti-corruptions interventions are preferentially driven to promote good governance- but less is done to cause moral and behavioral changes- NIS is unique in preferential approach to dissemination and promotion of Integrity
 - Integrity and honesty are not synonymous- integrity goes far beyond honesty-more holistic as had been conceived by W. Somerset Maugham also
 - We should recall the memorable saying by Bangabandhu as " the one who does not perform one's job properly is also corrupt"
 - The Government Servants (Conduct) Rules, 1979 explicitly spell out provisions on "DOs" and "DO NOTs" with particular reference to receiving Tips and Gifts by public servants
 - Public Hearing (PH) is regularly carried out by the Deputy Commissioners on every Wednesday- conventionally, listening to the grievances of the citizens is their institutional practice
 - During his former regime Mr. Nitish Kumar, the Chief Minister of Bihar (India) used to conduct PH regularly in presence of Government high officials and redress the grievances instantly
 - Necessity for a Good Governance Act, as proposed by DG, ACC, be thought out
 - Formulation of Conduct Rules for the Political Leaders is a delicate and sensitive issue
 - Core components of NIS may be included into the curriculum of the training courses
 - An officer may be assigned the responsibility to work for Integrity Focal Point as leave substitute
 - Only anti-corruption interventions not enough for good governance - positive change in mindset induced by integrity is crucially important
 - It is very difficult to change one's mindset -not to think of in shorter time- wherever positioned the corrupt employee must try out to make his fortunes with bribes until his mind is purified
 - Every public servant must look upon his/her responsibility as a sacred trust vested on by the State
 - NIS is the right instrument to usher in positive changes in the mental make-up through integrity.
-

MEMO OF "INTEGRITY FOCAL POINT WORKSHOP ON MONITORING (2nd QUARTER)"

Date and time : 10,12 & 13 April 2016 / 14:00 hrs.-17:00 hrs.
 Venue : Conference Room, Cabinet Division
 Chief Guest : **Mr. Mohammad Shafiul Alam,**
 Cabinet Secretary
 Chaired by : **Mr. N M Zeaul Alam**
 Secretary-in Charge (C & R)
 Cabinet Division
 Organized by : Cabinet Division in collaboration JICA

01. Opening Remarks

Mr. N M Zeaul Alam Secretary-in Charge (C & R) Cabinet Division, welcomes the participants of the Workshops held on 10 and 12 April 201 and addresses them with opening remarks. **Mr. Md. Mahiuddin Khan,** Additional Secretary of Cabinet Division welcomes and addresses the participants of the Workshop held on 13 April 2016. The gist of their remarks is as follows-

- The current Workshop is organized for quarterly assessment of the progress of the activities as incorporated in NIS Work Plan (NWP) for the period of Jan. 2015- June 2016
- Main focus is on what was planned for 2nd Quarter (Oct.-Dec. 2015) and what has been achieved
- Monitoring Sheets from most of the Ministries/ Divisions/ Other Organizations (MDOs) received
- Other important purpose is to seek suggestions/comments from IFPs on factors that, they experience, are preventing and they consider can promote, implementation of work plan
- The Workshop takes place in three rounds for three batches of IFPs- review session, open discussion, group discussions, and three group presentations are included in the agenda
- The IFPs are urged to start working on preparing the next Work plan for July 2016-June 2017.

02. Remarks by JICA Representative

The JICA Representatives- **Mr. Hiroki Watanabe,** Program Advisor (Governance) and **Mr. Zulfiker Ali,** Sr. Program Manager, attend the workshops of 10 & 12 April respectively. Both of them and also **Ms. Akiko Sugimoto** (on 13 April) speak on the occasion including the following remarks-

- Excited in joining such event for first time- great opportunity to learn about the progress of NIS
- Interested also to learn about what challenges the IFPs are encountering to implement NIS
- Good to know that many projects/programs like NIS,APA, Citizen Charter, GRS, RTI, etc. are concurrently going under way of implementation
- Interested also to know what types of complaints and problems are dealt with in GRS

- NIS Support Project is drawing to its end this year- it is important to consult with the participants how to phase out in better way
- JICA supports the Government of Bangladesh to promote Good Governance and achieve SDGs
- JICA is keen to see its financial support (Japanese tax-payers' money) is best utilized
- Such Workshop provides good opportunity to scale up the progress of the JICA aided project
- Sincere intent is not only to learn about the progress of the implementation of NIS activities but also to share the experiences of each Ministry and Division through IFPs
- Thanks to Cabinet Division for organizing the Workshop and inviting JICA, Bangladesh office

03. Review Presentation by Cabinet Division

Mr. Md. Mahiuddin Khan, Project Director (Additional Secretary), Cabinet Division, puts up his presentations in the three rounds of the Workshop reviewing the Monitoring Sheets received from 45 Ministries/ Divisions and other select State organizations (MDOs). The remarks evaluating the progress of the planned activities during the 2nd Quarter are summarized below-

3.1. Day-1 (10 April 2016)

- Out of 19 only 12 MDOs submitted their MS as of 5 April 2016
- Most of the MDOs held meeting of Ethics Committees (EC) as they had planned
- None could do any meetings of EC in their subordinate organizations and only a few (3) could organize stakeholders meetings while only 6 MDOs could achieve targets in awareness raising
- Only 3 MDOs could organize training for capacity building (thanks to M/O Agriculture for training 298 officers)- 6 MDOs could reform some of their laws/ rules/ regulations
- 7 MDOs raised internet facility to 100%- 3 developed online response system, Statistics & Informatics Division and Bridge Division could go for service portal/e-procurement
- None provided any Rewards , 5 MDOs achieved targets of GRS -2 could do internal audit
- Only 4 MDOs could achieve targets as planned related to RTI and innovation team- but none could secure budget for NIS till Q-2
- Guidelines for Rewards and internal audit may be formulated as sought by the IFPs
- *IFPs are expected to identify good practices, issues of Work Plan and suggest counter measures*

3.2. Day-2 (12 April 2016)

- 12 Ministries/Divisions out of 19 submitted their MS as of 5 April 2016
- 11 Ministries/Divisions (97.67%) held meeting of Ethics Committees as they had planned
- Only 3 Ministries/Division held stakeholder meeting- 6 did not include such activity in their WP
- 7 Ministries/Divisions achieved awareness raising targets of 2nd Qtr (Q-2) - 2 did in sub-orgs also
- 7 Ministries/Divisions achieved training targets to raise capacity among their officers
- Finance Division and Power Division took steps to reform 2 laws/rules/regulations
- 6 Ministries/Divisions developed Internet facility to 100% before/by Q-2

- Only Power Division and M/o Religious Affairs could fully implement online response system
- No Ministries/ Divisions could achieve any target relating to developing Service Portal
- M/o Water Resources / Power Division achieved targets in e-procurement -others couldn't
- 8 Ministries/ Divisions did not plan for Rewards during Q-2 - others could not achieve the targets
- Only Power Divisions and M/O Disaster Management and Relief could manage to achieve their targets on RTI while M/o Water Resources achieved 4 though their target was “0”
- No organization carried out any internal audit during Q-2- while only M/o Disaster Management and Relief and Power Division could achieve their set targets on GRS
- Finance Division, IMED and Ministry of Science and Technology achieved targets on innovation team - only Finance Division, M/o Water Resources/ Religious Affairs got budget for NIS by Q-2
- *IFPs are expected to identify good practices, issues of WP and suggest counter measures*

3.3. Day-3 (13 April 2016)

- 19 Ministries/Divisions out of 20 submitted their MS as of 5 April 2016
- 15 Ministries/Divisions (70.94%) held meeting of Ethics Committees as they had planned
- Internal Resources Division (IRD), Banks and Financial Institutions Division , M/o Chittagong Hill Tracts Affairs /Shipping/ held stakeholder meeting as per plans- the rest could not do any
- 7 Ministries/Divisions achieved targets in holding awareness raising meeting as planned- IRD planned to organize 4 and M/o Textiles and Jute 9 such meeting, and did 13 and 3 respectively
- 10 Ministries/Divisions achieved training targets for capacity building - MOPA, M/o Labor and Employment and M/o Foreign Affairs trained officers as 312/329,296/298 & 125/85 respectively
- M/o Environment and Forest, M/o Home Affairs and Road Transport and Highways Division took actions to reform 1, 9 and 4 laws/rules/ regulations respectively- others did not
- 14 Ministries/Divisions provided 100% of Internet facility before/by Q-2
- Ministry of Defence and M/o Land could introduce online response system by and during Q-2
- Only M/o Foreign Affairs and M/o Land could implement Service Portal by and during Q-2
- During Q-2 , M/O Liberation War Affairs provided only 1 Reward against target of 3 while Finance Division could provide “0” though planned for 5- the better is M/o Disaster Management and Relief provided 10 rewards against target of “0”.
- Power /Energy and Mineral Resources Divisions, M/O Disaster Management and Relief and achieved target on RTI - better is M/o Water Resources achieved 4 though their target was “0”
- During Q-2, none carried out any internal audit -and regarding GRS M/o Disaster Management and Relief and Power Division could only achieve their targets as planned for
- Regarding innovation team, Finance Division, IMED and Ministry of Science and Technology could achieve their targets
- Only Ministry of Defence, Fisheries and livestock and Chittagong Hill tracts Affairs could secure budget allocation for NIS by Q-2
- *IFPs are expected to identify good practices, issues of WP and suggest counter measures*

04. Group Comments and Recommendations

4.1 Day-1 (10 April 2016)

Some of the key comments/recommendations resulting from group discussions are as follows:

- Introducing Biometric system of attendance (Good Practices)
- Introducing knowledge management cell and regular trouble hunting for counter measures (Good Practices)
- Enhancing GRS, e-procurement and online service system (Good Practices)
- Collective brain-storming and NIS to be included in agenda of monthly coordination meeting(Issue)
- Discouraging frequent change of IFPs and sensitizing the Senior Officers about NIS (Recommendation)
- Appointing alternative officer (as done for RTI) to work for IFP in his/her absence (Recommendation)
- Ensuring Reward and Punishment system more seriously(Recommendations)
- Inclusion of NIS into national e-curriculum(Recommendations)

4.2. Day-2 (12 April 2016)

The group discussions result in some important comments/recommendations as briefly stated below-

- Ensuring online Response, e-filing and automated attendance (Good Practices)
- Publish Annual Report regularly (Good Practice)
- Identifying and addressing Black Spots to prevent road accidents (Good Practices)
- Pilot Help Line and Help Desk for Citizens' Services (Good Practices)
- Constraint of budget/office space/workforce, no incentives /frequent change of IFPs (Issues)
- Training Manual on NIS, separate Unit for NIS, forming Core Committees (Recommendations)
- Simplifying software for NESS, enhancing auto-attendance system (Recommendations)
- Professional manpower for internal audit (Recommendations)

4.3. Day-3 (13 April 2016)

The following key points emerge from the group discussions as held during the Workshop-

- Date/time specified by Head of the Organization to listen to officers/ staff (Good Practice)
- Biometric attendance system / surprise visits to public offices by superiors (Good Practice)
- Simplifying the process of agricultural loans, and realizing the pay-back installments by sms (Good Practice)
- Receiving complaints / grievances through mobile/land telephones and disposing same way (Good Practice)
- Introducing electronic question papers system for all appointments in public offices (Good Practice)
- Accountability of NGO's budgets by disclosure of their budgets (Good Practice)

- Sub-ordinate bodies (Department/ Directorate/agencies) not cooperating with the IFPs (Issues)
- IFPs busy with other tasks - other officers neither support them nor take interest in NIS (Issues)
- Absence of guideline for awarding/ lack of or insufficient budget for NIS activities (Issues)
- Sensitizing the Secretaries about NIS - involving them with NIS Workshop (Recommendation)
- Not to change the IFPs so frequently/ appoint alternate Integrity Focal Point (Recommendation)
- An organizational set up for NIS needed/ NIS -not to go Focal Point centric (Recommendation)
- Formulating guideline by Cabinet Division for Rewarding system (Recommendation)

05. Remarks by the Chief Guest (CG)

Mr. Mohammad Shafiul Alam, Cabinet Secretary (CG) in his speeches delivered on three rounds of the Workshop focuses the following points -

- Only lecturing and discussions are not enough for NIS- people want concrete results
 - First to see whether NWP is DO-able-if "yes" go ahead with seriously- if not suggest the better
 - IFP should be supported by other officials also- it should not be "One Man Show "
 - More importance should also be attached to holding Stakeholders Meetings regularly
 - IFP are not expected to shoulder all the responsibilities of NIS- they can involve the Secretaries
 - More interventions needed for awareness raising- more for capacity development also
 - Performance in respect of reforming laws/ Rules, e-Governance and Rewarding not satisfactory
 - Holding internal audit very significant for transparency, accountability and to prevent corruption
 - NIS and RTI now linked with APA with assigned weightage- no performance will result in "0"
 - Disposal of grievances under GRS do not mean shifting from one desk to other- the process will end when the aggrieved citizen secures actual redress of grievance or gets justice
 - The office of the Indian President, receives online thousands of grievances every day- and these are properly and promptly attended and are redressed in shortest possible span of time
 - The Innovation Teams should come up with more innovative ideas to promote national integrity
 - If all the information of government accommodations are uploaded to website and fully disclosed- there will be drastic reduction of corruptions as being done by intermediary parties
 - The IFPs should revisit the Monitoring framework and send to Cabinet Division their suggestions
 - Thanks to all for active participations in the three day long Workshop on NIS Monitoring.
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MEMO OF WORKSHOP ON

"Business Process Re-engineering for Corruption Free Service Delivery: Role of Integrity Focal Point"

- Date and time : 29 May, 2016 / 10:00 hrs.-16:30 hrs.
- Venue : Bijoy Hall, Bidyut Bhaban
- Chief Guest : **Begum Matia Chowdhury, MP**
Hon'ble Minister, Ministry of Agriculture
- Chaired by : **Mr. Iqbal Mahmood,**
Chairman, Anti-Corruption Commission
- Organized by : Anti-Corruption Commission in collaboration Cabinet Division and JICA

01. Opening Remarks by the Chair

The Workshop sets in with words of welcome from the Chair- **Mr. Iqbal Mahmood**, Chairman, Anti-Corruption Commission (ACC). He explains the context of the Workshop and holds that-

- The Workshop aims at drastically narrowing down the opportunities of corruption in venturing systematic changes across the existing Service processes
- Simplifying the Service Processes is technically styled as Business Process Re-engineering (BPR)
- The Integrity Focal Point (IFP) has got great role to play in exploring scopes and areas for immediate interventions toward implementing BPR notably in delivery of corruption free services
- It is right time to ponder over evolving innovative initiatives to operate on BPR

Ending up his opening remarks with those few words the Chair switches over to DG (Prevention) of ACC and requests him to come up with his "Address of Welcome"

02. Address of Welcome

Dr. Shamsul Arefin makes his welcome speech putting forth the points as abridged below -

- The Hon'ble Minister (Chief Guest), M/O Agriculture, Hon'ble Chairman, ACC, the Cabinet Secretary, the Commissioners/Secretary, ACC, the Chief Representative of JICA Bangladesh Office, other distinguished representatives and participants are greeted with warmth of welcome
- As mandated by Anti-Corruption Commission Act 2004, ACC is dedicated to carrying out multiple programs (Seminar, Workshop, Public Hearing, etc.) to raise awareness against corruption
- One workshop with IFPs were organized by ACC in April 2015 to build up sustainable partnership with them and to work in close collaboration for prevention of corruption
- The current Workshop designed to focus on BPR aims also at strengthening the partnership to proceed further ahead to jointly deal with "Corruption Free Delivery of Services" for the citizens
- Some positive outcome is expected to emerge from the Workshop that can possibly help guide the NIS Work Plan and Government policies aligned with public service delivery systems
- The Workshop has been tailored to involve the participants into Group Discussions, Group Presentations and open floor interactions

- Thanks to all -specially to Hon'ble Minister for her gracious presence, and great support by JICA

03. Remarks by Representative of JICA

Mr. Mikio HATAEDA, Chief Representative, JICA Bangladesh Office, gives out his remarks as summarized below-

- It's a pleasant experience to attend such a professional Workshop- it's very encouraging to see all together *permeated* with absolute commitment to fight against corruption
- The Seven Five Year Plan of Bangladesh is permeated with State commitment for quality, timely and hassle-free public services
- JICA recognizes NIS as a Good Governance Strategy to prevent corruption and promote Integrity
- Right after adoption of NIS in 2012, JICA took keen interest in how to go for implementing NIS
- NIS Support Project gets on to operate from October 2014 and puts on view remarkable successes- got Ethics Committees/IFPs set in all Ministries/ Divisions/other Organizations, formulation and execution of NIS Work Plan, Road Map, Monitoring Framework, Seminars, Workshop, Training, etc.
- The current's is the second Workshop organized by ACC crafted to deepen understanding of operational management system
- This is most important to integrate the Stakeholders with NIS and how best the services of IFPs could be utilized
- Role of the IFP needs to be strengthened - NIS must have to reach all strata of Society
- Through inter-institutional collaborative efforts and social mobilization the Vision 2021 could be realized and HAPPY SONAR BANGLA could be established.

04. Remarks by Cabinet Secretary

The points / comments spoken out by the Cabinet Secretary are as briefly stated below-

- BPR is what we call SPS (Service Process Simplification)- it may reduce time/suffering /corruption
- BPR can result in innovations, and save time and resources- one good example is the automated toll collection system of Bangabandhu Bridge that works under digital surveillance from HQ (Dhaka)
- BPR in the existing land management system may bring in positive results - decisions for disposal of land related cases may be finalized by a team of line officers in one sitting (referred to experiences)
- For assessing and online collection of Land Development Tax , software may be developed /used
- Some good practices can also help in effecting BPR -AC (Land), Paba, has set a replicable example
- The toll collection systems operating across many highways/ bridges are vulnerable to corruptions - BPR can plug off or eliminate the scopes for corruptions
- Many people suffer for protracted system of Police verification Reports- in most cases such Reports seem unnecessary - it should be applicable only for enlisted criminals on police record
- Participants are expected to get serious about how best can be done to simplify the work process to ensure delivery of ever better quality of services free from corruption

05. Remarks by Commissioners of ACC

5.1. Mr. AFM Aminul Islam, Commissioner, ACC, in his address makes the following remarks -

- Bangabandhu said farmers and laborers are not involved with corruption, rather many of educated people are corrupt
- Bangabandhu was killed as he took desperately daring stand against corruption
- ACC is committed to curb down corruption- getting to far flung areas to create critical mass
- Common people are found desirous to resist corruption- Integrity Units are operating at field levels
- The events of Public Hearing organized by ACC trigger off mass sentiment against corruption- the participants may think and evolve out innovative and easier ways of service delivery to citizens

5.2. Dr. Nasiruddin Ahmed, Commissioner, ACC, addresses the house with following comments -

- Ethics Committees are already there in place for last 2 years- IFPs have grown much enlightened
- ACC has organized 13 Public Hearings in the recent past- the people repose profound trust on the public servants and their expectations are also enormous, but they often get disappointed
- Citizens are the principal- the Govt. servants are the agents- the later live on citizens' tax-money
- International Monetary Fund in their report has laid much importance on formulating Corruption Mitigating Strategy
- Many innovations have been evolved out- but efforts to sustain are of crucial importance- introducing "Income Tax fair" is a model example.

06. Inaugural Address by Hon'ble Minister

The Chief Guest, **Begum Matia Chowdhury, MP**, Hon'ble Minister, Ministry of Agriculture, makes her inaugural address underscoring the following points-

- Such Workshop is time worthy and a need driven event
- Wide gap exists between what we discuss on Integrity and the reality - we gossip more, work less
- We are mostly adapted to saying "half-truth"- but saying "half-truth" also amounts to corruption
- Culture of raising strong voice against corruption should be inculcated
- Constantly struggling and surviving with integrity is superior to sacrificing life for Integrity
- To resist temptations and corruption is a big challenge-honey can be adulterated, but not the 'bees'
- Unfortunate to witness that mostly the corrupt people are rewarded- change for Integrity needed
- The undercurrent of our 7th Five Year Plan is empowering the citizens and corruption-free services
- The a2i project, has greatly contributed to simplify the service delivery system in multi-sectors
- Individual corruption eventually lead to social or collective corruption
- Only the slogan saying " no corruption by myself, and will not let others do corruption " is not enough -action and only action driven outcome is the most important factor
- If we can expand and consolidate the base of Integrity, the population of men of Integrity will be on increase - conversely the corrupt and evil doers will decrease and get increasingly panic-struck

07. Address by the Chair

- The Govt. official should not use their offices as trading centers for profit making
- System itself, if properly designed for easier & speedier service delivery, can help reduce corruption
- Driven with pledge to empowering the citizens, the Govt. prefers to go to the citizens with package of public services- the good example is Union Information and Service Center under a2i project

- On principal bureaucrats should go to citizens and serve- Citizens should not come to seek services
- If functional democracy works properly 90% corruption will not occur
- Our bureaucrats poorly lack in culture of empathy, thanks-giving and "respect for citizens"
- Public servants' power of discretion should be slashed- IFPs can work up as Watch Dogs for NIS

08. Presentation from ACC

A thematic presentation is made by **Dr. Shamsul Arefin**, DG (Prevention) of ACC. It focuses-

- 1) Conceptual framework and symptoms of Poor Service Delivery that entices Corruption
- 2) International Experiences of BPR (UK, Australia, New Zealand, Denmark, Canada, Ireland, etc.)
- 3) Goals and opportunities of BPR and causes of poor service delivery,
- 4) Cross et al's Framework for BPR
- 5) Attributes of customer friendly service delivery, Botswana case of BPR and Expected changes, etc.

09. Presentation by Five Groups

In course of Group presentations by five group leaders, the following recommendations surface up-

- Change in procurement plan: tendering, documentation, evaluation and contract-signing-all online
- Change in Land Management system : One-Stop service, time-limit for resolving land disputes, organizing Land-Fair and Public Hearing regularly, participatory approach to include stakeholders
- Change in public exam. (Secondary) system: multi-purpose Hall at Upazial HQs., no gap beyond 2 days in exam. schedules, two subjects on same day, completion of exam. within 4 weeks and holding HSC exam. in two phases -at the end of year-1 and year-2)
- Change in Passport Processing (online payment/submission, multiple delivery points, no police report if not on criminal-record, passport for 10 years, integration with National ID data-base)
- Change needed in existing budget implementation procedures and budget year (Jan-Dec.)

10. Open Discussions

Done with the Group Presentations, the Chair leaves the floor for open discussions and requests the participants to take part -

Sl. Nr.	Comments and Suggestions	Participants
1	<ul style="list-style-type: none"> • In most of Ministries/Divisions, IFPs do not get expected support/cooperation from the Seniors for NIS 	Md. Afzal Hossain Joint Secretary, Rural Dev. & Cooperatives Div.
2	<ul style="list-style-type: none"> • The recruitment process of educational institutions is highly tainted with corruption- Managing Committees may be reorganized/restructured 	Kh. Atiar Rahman Additional Secretary M/O Social Welfare
3	<ul style="list-style-type: none"> • Dissemination of NIS has not gone far enough though NIS started up in 2014 - more interventions are necessary 	Wing Comdr. Ferdous Armed Forces Division
4	<ul style="list-style-type: none"> • Rewards for the best and punishments for the worst performers should be provisioned visibly 	Mr. Safiqul Islam, Additional Secretary Road Transport and Highways

		Division
5	<ul style="list-style-type: none"> A workshop may be organized exclusively with Senior Officials to sensitize them about NIS 	Ms. Kamrun Naher Joint Secretary, M/O Industries
6	<ul style="list-style-type: none"> Most of the reforms do not sustain because ownership of NIS could not be ingrained 	Ms. Mahmuda Begum Additional Secretary Economic Relations Div.
7	<ul style="list-style-type: none"> IFPs cannot work well as their functions/responsibilities are not clearly defined. 	Mr. Abdus Salam Joint Secretary, NGOAB
8.	<ul style="list-style-type: none"> The Secretary, M/O Fisheries and Livestock, is very passionate about NIS - he plays pioneering role in the Ministry to promote NIS 	Kazi Wasiuddin Joint Secretary M/O Fisheries & Livestock
9	<ul style="list-style-type: none"> Due importance and attention is not paid to NIS in Public Service Commission - the IFP is virtually isolated and needs to beg almost like mercy support from other staff members 	Ms. Rowshan Ara Director, Public Service Commission
10	<ul style="list-style-type: none"> In Bangladesh Bank, rewards and punishment system are going in practice visibly and effectively 	Ms. Nargis Sultana Joint Director Bangladesh Bank

11. Way Forward

Mr. Md. Mostafizur Rahman, Additional Secretary, Cabinet Division, makes his Way Forward Address in referring to the following points. **Mr. Abu Saleh Mohammed Ferdous Khan**, Deputy Secretary, Cabinet Division, supplement some of the points to clarify the implications-

11.1. Awareness and things to do (practice)

- Mass awareness raising about Govt. initiatives of Good Governance, corruption prevention and mobilizing public opinion- conference, seminar, etc.
- Stakeholder engagement in NIS work plan - training, workshop, etc.
- Sensitization on NIS to non-State organizations- idea sharing meeting
- Advocacy on Good Governance, Morality and Integrity- Motivation for satisfying service delivery
- Engaging the future generation for integrity practice and inspiring them with role models.
- Introducing integrity award and continuous efforts for better service delivery

11.2. Commitment and conviction

Use of BPR focusing on: Innovation in Service Delivery: Public Service Innovation (PSI) for efficient, on time and cost effective quality service

- Service Process Simplification (SPS)/ Maximum Delegation of authority
- Clear instructions/ Real time monitoring
- Utilization of RTI : proactive disclosure
- Grievance Redress System (GRS) and Use of Social Media

11.3. Actions on ACC's Workshop

- Communicating the report of the Workshop to all Ministries/Divisions/other Organizations
- Performance on BPR of IFPs will be monitored- best performers be recommended for rewards

- The Committee concerned of Cabinet Division will hold meeting soon to select services for SPS

12. Remarks by Moderator

Acting as moderator during the group discussion and group presentation, **Dr. Nasiruddin Ahmed**, makes the following observations and remarks-

- For BPR , IFP should look at what exists and what changes needed to improve the work process
- Before any change initiatives, stakeholders should be involved - end result is what matters most
- Monitoring by Cabinet Division should focus more on BPR- Time, cost, quality and citizens satisfactions are core indicators
- Bangladesh does have better positioning in Human Development Index other than GDP
- We cannot afford to fall back- Govt. is working hard- Bangladesh now model for many countries

13. Concluding Remarks by the Chair

The Chair draws to wrap-up the event with following comments as precisely rephrased below- Governance is a critical problem in developing countries – Millennium Development Goals have entailed Sustainable Development Goals that implicitly underpin inclusiveness/prevention of corruption and explicitly peace and justice

- Corruption eats up around 2% to 3% of our resources and slows down the economic growth
- Mostly bad things are illusively attractive and alluring - so is Corruption - ability to restrain allurements and judge between what is right and what is wrong manifests the worth of Integrity
- The real value of governance consists in how responsive are the public servants to the needs of the citizens and how close can we go to their doorsteps -as Bangabandhu had desired for as well
- To Donors/ Dev. Partners, the image of Bangladesh gets marred on account of corruption
- If culture of injustice runs rampant, we all are most likely to fall victim to it
- Seniors may not support the IFP- it is the IFP who should gain ability and quality to secure it
- Cabinet Division may formulate and clearly define the Charter of Responsibilities for the IFP
- We should be guided by the key word **LAST** that epitomizes Listen, Advise, Solve and Thanks
- Happy to observe that the Seminar has been very fruitful and well rewarding

14. Vote of thanks by the Secretary, ACC

The Secretary of ACC- **Mr. Abu Md. Mostafa Kamal**, expresses thanks to all as stated below-

- Thanks to all for joining the Workshop and spending almost whole of the day with the agenda
 - Special thanks to JICA for extending generous support for NIS and the current Workshop
 - Japan is our most trusted development partner and the oldest friend-in-need of Bangladesh
 - Thanks for lively participation by the IFPs and others
 - Thanks for making the Workshop happen with great success.
-

MEMO OF INTEGRITY FOCAL POINT SEMINAR ON "GOOD GOVERNANCE IN JAPAN"

Date and time : 11 August 2016 / 11:30- 13:00 hrs.
 Venue : Conference Hall, Finance Division
 Chief Guest : **Mr. Mohammad Shafiul Alam,**
 Cabinet Secretary
 Chaired by : **Mr. N M Zeaul Alam**
 Secretary (C & R)
 Cabinet Division
 Organized by : Cabinet Division in collaboration JICA

01. Opening Remarks:

The Seminar sets in with an Address of Welcome by Mr. Mahiuddin Khan, Project Director. Mr. Khan in his address refers to, and justifies inclusion of, the contents of the newly structured format of NIS Work Plan (NWP) 2016-2017. He thanks the IFPs who have already submitted the NWPs and reminded others to submit their ones as promptly as possible. He, however, insists on the timely submission of the NWPs for 2016-2017. He proposes to hold interactive group meetings with all IFPs to fix the shortfalls, if any, and guide to improve the quality of the NWP.

02. Remarks by JICA Representative:

On behalf of JICA Bangladesh Office, Mr. Hitoshi Ara, Senior Representative and Mr. Zulfiker Ali, Senior Program Manager, attend the Seminar. On request from the Chair Mr. Hitoshi Ara, speaks on the occasion and makes the following remarks-

- The current experience sharing Seminar may be very useful for all participants
- Despite the tragic incident of 01 July 2016, the Government of Japan will keep on its continued support to Bangladesh
- JICA sincerely wish that adequate preventive measures will be adopted against terrorism
- JICA will also continue with its ongoing collaboration in implementing the activities of NIS support project
- Thanks to Cabinet Division for organizing such an useful Seminar

03. Presentation for Cabinet Division:

On behalf of the Cabinet Division, Mr. Altaf Hossain Sheikh, Deputy Secretary, makes a presentation titled as "Good Governance and Ant-Corruption in Japan". The training, as he states, was held in National Graduate Institute of Policy Studies (GRIPS) and Professor Masahiro Horie, an internationally eminent training expert conducted the training sessions.

The presentation highlights the following points and aspects of Good Governance in Japan:

- i. Civil Service system, National Public Service Act/ Ethics Act/ Ethics Code
- ii. Ethical Principles and OECD Principles for Managing Ethics in the Public Service
- iii. Code of Conduct for Ministers, Senior Vice Ministers and Secretary of State
- iv. Motivation and Incentives for Public Service, Safeguard Organizations against Corruption
- v. Mandatory Reports and Disclosure of Gifts / Information Disclosure Laws
- vi. Government Policy Evaluations Act, 2001 and the Whistleblowers' Protection Act, 2004

04. Open Discussion:

Immediately after the presentation, open floor discussion takes place. Mr. N M Zeaul Alam, Secretary (C & R), moderates the open discussion. The following participants raise their queries, share their comments and put in their suggestions:

Sl. Nr.	Queries, Comments & Suggestions	Participants
01.	<ul style="list-style-type: none"> • Applicability of control of temperature as done in Japan (28 degree Celsius for summer and 20 degree for winter) is possible in Bangladesh too for energy and power saving • Formal Integrity Pledges to be signed and executed by public servants may be introduced • Legal provisions may be made to pay compensations to aggrieved service seekers on account of defaults on part of the service providers 	Dr. Md. Shamsul Arefin Director General Anti-Corruption Commission
02.	<ul style="list-style-type: none"> • While inducted into public service it becomes binding upon all Government Servants to abide by all service rules, regulations, etc. - so integrity pledges not necessary 	Dr. Md. Atiqur Rahman Joint Secretary Ministry of Disaster Management and Relief
03.	<ul style="list-style-type: none"> • Eliminating discriminations in enforcement of laws and regulations is much needed • Legal provisions should be in place for protection of jobs and also for doing away with threats emerging from defiance of unfair dictates of unscrupulous bosses and political leaders 	Mr. Md. Mostofa Joint Secretary Ministry of Food
04.	<ul style="list-style-type: none"> • More attention needed to subjective approach of evaluation focusing on what to do, what should be done and which are possible 	Mr. Aminul Islam Khan Joint Secretary Ministry of Education

05.	<ul style="list-style-type: none"> The presentation should have included information about the roles of NGOs in Japan and how they support the Government 	Mr. K. M. Abdus Salam Director NGO Affairs Bureau
06.	<ul style="list-style-type: none"> It is important to know whether merit-based recruitment system of Japan can ensure coverage of whole society Facts about how efficiently e-governance works in Japan are missing in the presentation 	Ms. Rowshan Ara Begum Director Public Service Commission
07.	<ul style="list-style-type: none"> No need for new legislations, rather need proper enforcement Deterrent actions against illegal earnings and money laundering should be enforced more rigidly Merit-based recruitment not possible as the integrity of even some Members of our Public Service Commission are still questionable 	Mr. Kazi Wasiuddin Joint Secretary M/O Fisheries and Livestock
08.	<ul style="list-style-type: none"> Faulty and unfair recruitment system both in public and private sector poses great impediment to merit-based recruitment The Government Servants (Conduct) Rules, 1979 needs updating and amendment 	Mr. Khandoker Atiar Rahman Joint Secretary M/O Social Welfare
09.	<ul style="list-style-type: none"> Knowledge about how the Safeguard Organization like Administrative Evaluation Bureau works in Japan can be a good learning for us 	Wing Commander Ferdous Mannan GSO-1(I & E Affairs) Armed Forces Division
10.	<ul style="list-style-type: none"> We shouldn't blame others -focus should be placed on self performance-APA is a good tool for target based evaluation Enforcement of laws may be better ensured if the monitoring system could be made more effective 	Mr. Md. Muksodur Rahman Patwary Additional Secretary Cabinet Division
11.	<ul style="list-style-type: none"> The work system of JICA is very rigid about compliance of regulations and periodic evaluations 	Mr. Hitoshi Ara Senior Representative JICA Bangladesh Office

05. Remarks by Chief Guest:

Mr. Mohammad Shafiul Alam, the Chief Guest expresses thanks to JICA for great support in organizing the visits to Japan. He says all the suggestions are well noted. He endorses the views of the respondents on updating the Govt. Servants (Conduct) Rules, 1979, reviving the institution of Ombudsman, gradual elimination of discretionary powers, decentralization of "one-stop service", drives against money laundering, positive transformation of mind-set, and so on.

06. Concluding Remarks by the Chair:

Mr. N M Zeaul Alam, the Chairperson, humbly recollects the Tragic Gulshan Cafe incident of 1 July 2016 and pays tribute to the supreme sacrifice of the Japanese expatriates who unfortunately fell victims to the tragedy. He firmly believes that the current ant-terrorism efforts of the Government shall work as deterrent against its recurrence. He holds the view that the recent training in Japan has immensely helped the participants earn good experiences that will equip

them for promoting Good Governance. He also expressed his thanks and gratitude to all of those who extended generous services and support to the visiting teams in Japan. He thankfully acknowledges the great support of JICA Bangladesh office in taking enough care and rendering all necessary facilities. He assures to work for NIS and promotion of good governance in closer collaboration with JICA. In the great task of promoting integrity and Good Governance he seeks active supports of all the Focal Points and other officials concerned together with all the organizations of NIS and its stakeholders.

Memo of the three-day Workshop on "4th Quarter Monitoring of NIS Work Plan 2015-16 and Review of NIS Work Plan 2016-17"

Date and time	:	26-27 September & 02 October 2016 / 11:0- 14:00 hrs.
Venue	:	SSPS Conference Room, Cabinet Division
Chief Guest (26 September 2016)	:	Mr. Mohammad Shafiul Alam, Cabinet Secretary
Special guest (26 & 27 Sept. 2016)	:	Mr. N M Zeaul Alam Secretary (C & R) Cabinet Division
Chaired by		Mr. Md. Mahiuddin Khan Additional Secretary & Project Director, NIS Support Project Cabinet Division
Organized by	:	Cabinet Division in collaboration JICA

01. Commencement

A three-day long Integrity Focal Point Workshop on "4th Quarter Monitoring and Review of NIS Work Plan (NIS WP) 2015-16 and 2016-17 " gets to start on 26 Sept 2016. Mr. **Mohammad Shafiul Alam**, Cabinet Secretary, inaugurates the Workshop. The 2nd and 3rd rounds of the Workshop commence on 27 Sept 2016 and 02 October 2016 respectively. **Mr. N M Zeaul Alam**, Secretary (C & R), Cabinet Division, attends the Workshop and addresses the participants on 26 & 27 September 2016 as special guest. As representatives from JICA Bangladesh Office, Mr. **Zulfiker Ali**, Senior Program Manager and Mr. **Hiroki WATANABE**, Program Advisor (Governance), attend the Workshop on 26 and 27 September 2016 respectively.

02. Address of Welcome

The Project Director, in his address of Welcome spells out the following points-

- The NIS WP 2015-16 spanned over 18 months (Jan. 2015 - June 2016) and a monitoring framework was developed in consultation with the IFPs
- All the 4-Q Monitoring Reports received till 22 September have been reviewed and evaluated by Cabinet Division and recorded year-ending actual status of activities against what was planned

- The Cabinet Division has also reviewed the NIS WP 2016-17 and fixed some gaps and weaknesses in the contents and structure of the Plan
- The purpose of the Workshop is to share the observations of the Cabinet Divisions and provide guidance to resolving the gaps and weaknesses found during the monitoring and review
- All IFPs are requested to take notes of the observations, respond and go for corrective actions
- The continued generous support by JICA is highly appreciated and express thanks for the Chief Guest, Special Guest and the participants with expectation of their sincere contributions.

03. Remarks by JICA Representatives

4.1. Mr. Zulfiker Ali (Senior Program Manager)

- For last two years JICA has tried through NIS Support Project to build up a solid platform to introduce a system of integrity in governance
- Monitoring is very important to track the progress of the planned activities
- The IFPs of NIS Support Project can now work as "agents of change"
- The current Workshop may be very successful to help better implementation of the Project

4.2. Mr. Hiroki Watanabe, Program Advisor (Governance))

- Much delighted to attend the Workshop and take the opportunity to interact with participants
- Had occasions to attend a good number of Workshops but current one is the first of its kind
- Though the ongoing NIS Support Project is drawing closer to an end and consultation with Cabinet Division is going on concurrently for the proposed 2nd Phase of the Project.
- In this transitional context, suggestions from the IFPs are most welcome -these may be very useful inputs for the 2nd phase of the Project.
- Thanks to Cabinet Division for organizing the Workshop and the participants for attendance.

04. Remarks by the Secretary (C&R)

The Secretary (C&R), Cabinet Division, briefly makes the following remarks-

- It is good to mention that both Cabinet Division and JICA are jointly working to shape up and embark on the 2nd phase of NIS Support Project
- A good number of awareness raise programs have been organized at district level on NIS
- But at central level more consolidation of NIS is needed- that is why this Workshop is organized
- One-to-one approach will be applied in the Workshop to find out the areas for improvement
- The NIIU expects more involvement of the Ethics Committee into the activities of NIS

- Meeting of Executive Committee to National Integrity Advisory Council may be convened soon
- Thanks for presence of the Chief Guest, all participants and the JICA Representative
- Thanks for JICA for being in partnership with Cabinet Division in respect to NIS Support Project

03. Presentation-1 (Critical observations on Q-4 of NIS WP 2015-16)

3.1. The Project Director makes his first presentation on 4th Quartet Monitoring of NIS WP 2016-16 and highlights the following major observations of the Cabinet Division :

3.1.1. Day- 1 (26 September 2016)

- Many Ministries/Divisions/other Organizations (MDOs) could not achieve their set targets and some ended in achieving "0" only- however few MDOs surpassed their targets (ref. training) ;
- Most of the MDOs did not take interest in holding stakeholders meetings and proposing budgets for implementing the planned activities for NIS;
- Many MDOs did not set any targets or provide any information/ figures about awareness raising events, online response system, GRS, Service portal, e-procurement, internal audit etc. ;
- Some MDOs either did not properly populate or left vacant, the cells under "baseline" and "Unit";
- Some of the MDOs seemingly failed to keep consistencies among the figures posted against "Unit / Person in charge", "Time frame", "Baseline" ,"Target" and "units".

3.1.2. Day- 2 (27 September 2016)

- Out of 19 MDOs 3 (M/O Education/Disaster management and Relief/ Housing and Public Works) did not submit their Monitoring Report on 4-Q;
- 6, 9, 8 and 11 MDOs did not undertake any activities regarding e-procurement, stakeholders meeting, online service system and Service Portal respectively;
- 5 MDOs could not achieve target about Rewards System and 8 did nothing about Internal Audit;
- There has been no activities about RTI in 7 and 6 MDOs respectively;
- Some of the MDOs seemingly failed to keep consistencies among the figures posted against " Unit/Person in charge", "Time frame", "Baseline" ,"Target" and "units";

3.1.3. Day- 3 (02 October 2016)

- Out of 19 MDOs 6 (Legislative and Parliamentary Affairs Division/President's Office /Public Service Commission/Anti-Corruption Commission/ Ministry of Religious Affairs/Election Commission) did not submit their Monitoring Report on Q-4;

- 3 MDOs did not hold any meeting of EC in Q-4 and 11 MDOs furnished no information about Stakeholders meeting;
- 5 and 3 MDOs did nothing about Awareness Raising on NIS and Training respectively;
- Only 3 MDOs achieved target in amending laws/rules- 4 MDOs stated nothing about Internet
- Only one Ministry (Youth and Sports) did online response system and service portal (9 & 6 MDOs provided no information about both activities respectively);
- 7 MDOs state nothing about e-procurement - 8 and 2 MDOs (M/O Cultural Affairs & ICT Division) could achieve target in Rewards system and RTI respectively;
- No MDOs saving M/O Youth and Sports conducted Internal Audit- none got budget allocations;
- Only one Ministry (Textiles and Jute) and 3 MDOs could achieve targets in activities in GRS and about Innovation team;
- Some IFPs seemed confused about "Baseline", "Target" and proper figures for "Unit".

04. Presentation-2 (Review of NIS WP 2016-17)

4.1. On reviewing the NIS WPs 2016-17, the Cabinet Division holds up the following core observations -

4.1.1. Day- 1 (26 September 2016)

- Confusion persists among the IFPs regarding who should sign the NIS WP and about the activities for Action sl. 8 (actions mandated by NIS) and sl. 9 (other actions on own initiatives);
- As for 115 core actions mandated by NIS, most of MDOs do not appear to have included any in their NIS WP though one or more such actions are applicable to them;
- Many activities seemed not well defined and Indifferences apparent in not closely following the template/standard format of the NIS WP;
- In some cases no consistency found between “Indicator” and “Unit” / "Target" and "Baseline/ Quarterly milestones and “Baseline figure” ;
- Few targets set by some MDOs seemed highly ambitious (seeming not achievable) or very inadequate;

4.1.2. Day- 2 (27 September 2016)

- Most of NIS WPs have neither been signed by the Chairman of Ethics Committee nor been accompanied by minutes of the Ethics Committee's Meeting as had been expected;
- Some of the MDOs have not followed the given format- rather developed their own.;

- Most of NIS WPs have neither been signed by the Chairman of Ethics Committee nor been accompanied by minutes of the Ethics Committee's Meeting ;
- Most of the MDOs have not included in their NIS WP any of the 115 core actions mandated by NIS ,which are applicable to them;
- In cases of some MDOs consistency is not found between “Indicator” and “Unit” / "Target" and "Baseline/ Quarterly milestones and “Baseline figure” ;
- Few targets set by some MDOs seemed highly ambitious or too low or much inadequate ;
- Some MDOs have not filled out the cells under “Unit” , "Target" and "Baseline" and some have not dispersed the total target across the quarterly periods ;
- Some MDOs have not incorporated the monitoring framework into the format and quarterly targets are found blank;

4.1.3. Day- 3 (02 October 2016)

- Some of the MDOs have not properly followed the given template;
- A good number of MDOs set some of their targets either too high or too low;
- Most of NIS WPs are found signed by officials (JS/DS/SAS) other than Chairperson of EC ;
- Most of the MDOs have not set out any of the 115 core NIS actions under a serial-8 though applicable to them;
- For few MDOs some sort of inconsistencies persist across “Indicator” and “Unit” / "Target" and "Baseline/ Quarterly milestones and “Baseline figure” ;
- Some IFPs seem confused about Internal Audit and about Budget allocation for NIS WP;
- Some MDOs appear to have not filled in the cells “Unit” , "Target" and "Baseline" and set targets have not been dispersed along the four quarters ;
- Some MDOs have included their own initiated activities under serial-8 which should go under serial-9 of the given format.

05. Comments from the Participants

5.1 Day-1 (10 April 2016)

The summarized major comments resulting from open discussions and Q/A sessions are as follows:

- Internal Audit Control Manual (circulated by Faineance Division) may be followed;
- Policy/ Guidelines from Cabinet Division should be issued regarding Rewarding System;

- More expeditious technical support from IMED (CPTU-Central Procurement Technical Unit)) should be extended to MDOs to execute e-GP system;
- How to quantify the targets for unpredictable data (no. of complaints for GRS, applications under RTI, online queries etc. to be received from clients/citizens) should be precisely clarified;
- PSC has got acute manpower constraints to adeptly formulate and execute the NIS WP;
- Why MDO based service portals need to be developed when there exists National Service Portal;
- Components may be provided in 2nd Phase document of NIS for protecting the integrity driven public servants against vindictive punishments by superiors or others;
- Beside the IFPs, the alternative IFPs may also be trained up under NIS Support Project (P-II) ;
- More visits to Japan on Good Governance may be provided under NIS Support Project (P-II).

06. Remarks by the Chief Guest (CG)

Mr. Mohammad Shafiul Alam, Cabinet Secretary (CG) speaks out the following remarks-

- IFPs are expected to act as catalyst and as "agents of change" as said by Representative of JICA
- Ours is a corruption infested society --integration of Integrity into professional practices can help control corruptions;
- The purpose to organize the workshop is not to put the IFPs on dock- but to evaluate their performance objectively;
- Problems and weaknesses in the Plan can be identified, addressed and resolved by monitoring;
- During the 2nd phase, both the State and non -State institutions are expected to be covered;
- Considering the great roles played the public representatives to promote good governance, initiatives will be launched to involve engagement of the MPs as well;
- All IFPs are requested to work proactively applying the best of their intellectual capacities;
- In the institutional context, collective approach can yield better synergic outcome;
- Only lecturing and discussions are not enough for NIS- people want concrete results

06. Concluding Remarks by the Chair

The **Project Director** (as Chair) briefly puts out his concluding remarks as summarized below -

- Hope IFPs have taken proper notes of the observations made during the 3-day long Workshop;
- The corrected/ improved NIS WP 2016-17 must be re-submitted **within 06 October 2016**
- The corrected/revised/improved NIS WP 2016-17 can be sent to Cabinet Division by any officer concerned but with prior approval of the Head of the organization (Chair, EC) concerned;
- The corrected/revised/improved NIS WP 2016-17 must be accompanied by the copy of the minutes of EC's meeting that approved of the Plan;

- The 1st Quarterly report of NIS WP 2016-17 must be submitted **by or before 16 October**;
 - e-filing must be introduced and put to full operation by **28 February 2017** at the latest- the technical support may be sought from the IT experts of the a2i Project ;
 - No code is required for NIS budgeting - from the allocations assigned in the general budget of the Organization against coded sub-heads of " Meetings/ Seminars/Workshops" and "Training" necessary fund for NIS activities can be arranged;
 - Internal Audit should not be ignored- it should be carried out in complying with the "Internal Audit Control Manual" published and distributed by Finance Division;
 - Cabinet Division will expedite formulation and dissemination of "Rewards Policy" for MDOs;
 - Appointing an alternate IFP may be thought out to make for prospective operational gap;
 - Many thanks to all participants and to JICA for extending technical support to make the Workshop successful.
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WORKSHOP PROCEEDINGS

Workshop Title	: Workshop on Promotion of NIS through Training Institutions
Date and time	: 06 April 2015 / 10:00-13:15 hrs.
Venue	: Bijoy Conference Hall, Bidyut Bhaban, Dhaka.
Organized by	: NIIU, Cabinet Division in association with JICA
Chairperson	: Md. Nazrul Islam, Secretary (Coordination & Reforms), Cabinet Division

01. Commencement

1.1. At the outset, Mr. Mahiuddin Ahmed, Joint Secretary (Reforms), Cabinet Division, welcomes the participants of the Workshop on behalf of Mr. Nazrul Islam, Secretary (Coordination and Reforms), Cabinet Division, who is supposed to preside over the event. He, however, apprises the House that owing to serious pre-occupation with the Cabinet meeting, Mr. Nazrul Islam could not show up till then, but assures of his joining very soon after getting done with his Cabinet assignment.

1.2. Mr. Mahiuddin in his opening remarks holds that NIS is a very significant national document that emerged as outcome of lots of consultations with multiple groups of stakeholders and experts. Eventually it was formally approved by the Cabinet in October, 2012. Referring to the recently concluded Workshops on Review of Work Plans, he underscores the importance to be attached to properly implementing NIS in pursuing the structured procedures. Given with the mission of NIS to establish good governance in the state organizations and in the society as a whole, the training institutions and the trainers, as he opines, have got to play great roles. He expects that almost all of the participants are well aware of NIS, but the current Workshop purports to provide ample opportunities for them to get into wider details and deeper understandings about it. He then invites all the attendees to briefly introduce themselves to the House.

02. Remarks from Ministry of Public Administration

While done with self-introduction, the Additional Secretary of Ministry of Public Administration (MOPA), Mr. Subir Kishore Chowdhury takes the floor and states that:

- In respect to public service delivery, management and promoting good governance through NIS, MOPA is taking keen interest and actively working on some good initiatives like Civil Service Act, personal management information system, career development planning, etc. as provided in the NIS document;

- The values of integrity are not something new, because the existing Public Servants Discipline and Appeal Rules, the Conduct Rules, the Anti-Corruption Act are already in force to that ends;
- What is new is the strategic structuring of Integrity related issues into NIS by Government initiatives;
- The central purpose of the current Workshop is reaching consensus through consultations with the representatives of the training organizations, on how NIS related contents can be incorporated into the existing training curriculum;
- In response to growing needs, issues like business process re-engineering, transparency, accountability have already been included, so there may be no problem for NIS too; and
- The important task is to rightly identify the NIS oriented contents to be suitably integrated with the ongoing training courses.

03. Remarks from NIS Support Project

On request by Mr. Mahiuddin, Mr. Ali Imam Majumder (the Senior National Consultant), speaks out with the following comments:

- National Integrity Strategy (NIS) is based not on any glaringly new ideas- it is just a strategy document that has symmetrically set out the ideas and generically planned activities in finely structured formats;
- The recently conducted surveys reveal that most of the officers know about NIS, but interventions for sensitizing them are critically needed;
- Teachers are “Builders of Human Beings” and likewise the trainers are also “Builders of Officers”;
- The National Integrity Implementation Unit (NIIU) and the NIS Support Project strongly feel that the training institutes can play great roles to promote NIS by inclusion of NIS issues into their training modules.
- The essence of integrity is embedded into “Doing things properly and fairly”- though it is not officially defined exactly with the same structuring of the terms –but it is how he personally feels about integrity.
- For better implementation of NIS, the theoretical versions should be widely disseminated that may be effectively done through training organizations.
- JICA has come up to extend all technical assistance to Cabinet Division (CD) through NIS Support Project

- The project team pays thanks to CD and the National Training Council (NTC) of MOPA for their appreciable cooperation in organizing the current Workshop.

04. Presentation by NIIU

Presenter: Dr. Abu Shahin M. Ashaduzzaman, Deputy Secretary, Cabinet Division.

Issues highlighted are as follows:

- Concept and contents of NIS;
- Previous measures towards Integrity;
- Rationale for adopting NIS;
- United Nations Convention against Corruption, Article 5. Preventive anti-corruption policies and practices;
- Preparation of the NIS;
- The NIS Framework: Anti-corruption edifice;
 - Sustainable Development
 - Quality of Life
 - Rule of Law
- Vision, Mission of the NIS;
- State and non-state Institutions;
- Strategy for attaining Integrity
- Executive Organ and Public Administration;
- Implementation arrangement (Section Four of NIS) ;
- Institutional arrangement;
- Implementation arrangement in a diagram
- Strategy of the NIIU
- Ethics Committee
- Standard Operating Procedure of Ethics Committee
- Progress of NIS Implementation
- Good Governance and the NIS
- Potentials of the NIS
- Possible initiatives of the institutions
- Possible initiatives of the institutions

05. Presentation by NIS Support Project

Presenter: Mr. Md. Shafi-ul-Alam, National Consultant, NIS Support Project

Issues highlighted are as follows:

- Experiences of NIS-related Training held at BCSSA
- Outline of NIS Training
 - Target group (Integrity Focal Point + NIIU Officials-all in three groups)
 - Duration (5 Days for each group)
 - Purpose (To gain enough knowledge and skills to promote NIS)
- Training Program -Five Major Components
 - Theory (Concept of Integrity/ Global perspective of NIS / Global perspective of good governance/ Introduction to corruption prevention / Role of civil society towards corruption prevention/ Corruption from human rights perspective media, NGOs, business community/ Leadership for good governance
 - Tools for realizing NIS
 - Tools for formulating NIS Work Plan
 - Site visit: good practices
 - Exercise: Formulation of NIS work plan
- Resource persons conducting the training sessions
- Evaluations of the trainers (mostly excellent)
- Evaluations of the training (met the expectations/highly benefited/ skills, knowledge and capability largely enhanced)

06. Open floor Comments/ Inputs by Participants

Entailing the presentations, the floor is set open for the participants to contribute with their comments.

The comments/queries so received are succinctly summarized below:

Comments/ Queries	Participants
<ul style="list-style-type: none">• Both the presentations by NIIU and NIS Support project are appreciable – many unknown and little known things about NIS have come to light with more concrete dimensions• Only Integrity and its related issues have been focused in NIS- but not the contexts and reasons of why erosions of values and deviations from integrity have taken place in our life and society• Rule of law, quality of life and sustainable development should also be placed at the center of NIS	Mr. Khandoker Atiar Rahman, (Joint Secretary), National Institute of Population Research and Training (NIPORT)

<ul style="list-style-type: none"> • The educational institutions should also be closely integrated to disseminate and promote Integrity • Training sessions exclusively on NIS related issues may be organized from 2 to 5 slots considering the durations of the individual courses 	
<ul style="list-style-type: none"> • Though the Vision and Mission of NIS and the tools to achieve them are rightly and timely adopted by the Government, the most important tasks are awareness building through seminars, workshops, consultation meetings and the media • The Police may catch a criminal and torture him physically, but reality is that it cannot make any dent in his mind toward promoting his moral values- so MOTIVATION is very important • The family and the society are the founding institutions to instill the values of integrity into our new generations- a social movement is needed to promote integrity • We should conscientiously and critically evaluate our works- how we serve our citizens and how is the quality of our services • The experiences gained by our citizens from most of the offices of public services are highly frustrating (referred to his awful experience from visit to the office of an Assistant Commissioner (Land)) • In the foundation courses organized by NAEM, sessions on Ethics, Morality, Etiquette, Mannerism and Good Governance- are conducted 	<p>Mr. S. M. Rabiul Islam (Training Specialist), National Academy for Educational Management (NAEM)</p>
<ul style="list-style-type: none"> • The Focal Point (FP) may work as trainer for their units / organizations • Alike in NAEM, in BCSAA also sessions on Morality, Ethics, Etiquette, Mannerism, etc. are conducted for the trainees- but number varies according to extents of training periods • BCSAA periodically organizes workshops on NIS related issues • Proper feedbacks on NIS Work Plan (WP) and budget allocation for NIS activities should be ensured by Cabinet Division 	<p>Ms. Hamida Begum (Director), Bangladesh Civil Service Administration Academy (BCSAA)</p>
<ul style="list-style-type: none"> • Work plan should be formulated for one financial year- as recommended by FP • Trained up FPs may work as a trainer for the subordinate organizations also • In pursuing the principle of doing things properly and fairly and also the structured planning of NIS, promoting good governance can be expedited • Rewarding for best performance should be visibly practiced 	<p>Mr. Salahuddin Mahmud (Director General), Bangladesh Academy for Rural Development (BARD)</p>
<ul style="list-style-type: none"> • Contents of professional ethics and role of religion in promoting integrity may be incorporated into the existing training curriculum • Extensive Workshops may be organized by the Deputy Commissioners, which can be facilitated by NIS training expert team from Dhaka 	<p>Mr. Abdur Rashid (Director), National Academy for Planning and Development (NAPD)</p>
<ul style="list-style-type: none"> • One National Integrity Institute may be established for policy formulation, training, research and other allied activities on NIS 	<p>(Mr. Amulya Bhusan Barua, Vice-Principal, Bangladesh Police Academy.</p>
<ul style="list-style-type: none"> • Keeping abreast with the latest changes is one of the important prerequisites of capacity building which most of the officers are not serious about • The website of the Tax Training Institute (www. Tax.bd.org) may be visited for refreshing the knowledge about the updated tax structures including customs and 	<p>Mr. Shyamal Chandra Sorker (Director/CEO), Bangladesh Tax</p>

Value Added Tax.	Training Institute
<ul style="list-style-type: none"> • Inclusion of NIS contents into a training course should be aligned to the objectives of the course as well • The NIS contents for advanced course on administration and development and senior staff course should be different from those of the courses for junior officers (e.g. Foundation Course) 	Mr. Subir Kishore Chowdhury (Additional Secretary), National Training Council, MOPA

07. Group Discussions and Presentations

The participants are divided into three Groups- A, B & C. All the three groups hold discussions on three topics titled as below:

- Role of training institution in promoting NIS
- Role of trainers in promoting NIS
- Training contents to be incorporated on NIS related issues

1) Presentation by Group A “Role of Training Institution in promoting NIS”

The following are the recommendations of Group A:

- Arrange workshop, seminar and training course on NIS;
- Introduce/ include separate modules and sessions on NIS;
- Encourage participants’ (trainees) practicing in co-curricular activities;
- Role models of NIS should /can be invited as resource persons;
- Introduce case studies on integrity practices in training courses;
- Training institutes can demonstrate integrity practices through decision making process;
- Trainers as individuals should practice integrity themselves; and
- Conduct research on implementation of NIS.

2) Presentation by Group B “Role of Trainers in promoting NIS”

The remarks and recommendations prescribed by Group B are as follows:

- Competence in all respects
- Sound knowledge in acts, rules, regulations and NIS paradigms;
- Good practitioner of NIS;
- Proper knowledge in conflict management;
- Follow strictly ethical standard in life style;
- Keep punctuality;

- Hold high moral;
- Good speaking skill;
- Demonstrate good gesture and elegant postures;
- Be good initiator;
- Develop capacity to formulate organizational work plan;
- gather extensive training experience;
- Get to humor and fun making; and
- Gain deeper understanding about the level of the trainees.

3) Presentation by Group C “Training Contents to be incorporated on NIS Related Issues”

The remarks and recommendations endorsed by Group-c are as follows:

- Basic concepts of integrity
- Ethics and Morality
- Manners and etiquette in service delivery
- Relevant laws and rules in promoting good governance
- Right to Information Act
- Grievance Redress System
- e-governance and e-gp
- Service process simplification
- Showcasing of best practices in service
- Citizen Charter
- People perception and feedback

08. Open response to the Presentations

In response to the group presentations, the following comments came up from the House:

- Open and transparent evaluation system may be introduced in the training institutes
(Dr. Ashad, Cabinet Division)
- Visits to foreign countries may be organized for the trainees to go and see on spots and learn about what best practices prevail over there (Dr. Ashad, Cabinet Division).

- The trainees may be provided with forums to have open sessions to interact with persons who are indisputably reputed as ideal and model personalities (Mr. Amulya Bhusan Barua, Vice-Principal, Police Academy)
- Training for the trainers (TOT) may be organized by NIIU / Cabinet Division (Mr. Amulya Bhusan Barua, Vice-Principal, Police Academy)
- Sessions on professional ethics and multi-religious harmony may be accommodated into different training courses (Mr. Abdur Rashid, Director, NAPD)
- In the training Institutions, open and regular interactive sessions may be organized for the trainees and staff members of the organization with those trainees and trainers/faculties who attended various academic (higher studies/research) programs/ workshops/ seminars/ trainings abroad, with deliberate purpose to share their good experiences, and good practices learnt about (Mr. Shafi, NIS Support Project Team)

09. End-up remarks

At the end-phase of the Workshop, the Chairperson invites the attention of the House to the fact Bangladesh is one of the leading Member States of United Nations among 15 Asia-Pacific Countries, to ratify the UNCAC. He remarks that the trainers are the experts for making specialized leaders. The point raised about how honesty and other noble values have been dampened is well taken. Through active participation of the representatives from the training organizations including the Police Academy, this Workshop could, as he holds, integrate a big stakeholder with the mainstream of NIS interventions. Strengthening Grievance Redress System, enforcing Right To Information Act and Citizen Charter, proactive disclosure of information to citizens, disclosure of quarterly expenditures against given budget allocations, expanding e-governance practices, introducing good practices, maintaining regularly updated websites – these account for some of effective mechanisms for implementation of NIS. In addition to conceptual dimensions of Integrity, the trainers can disseminate these operational aspects of NIS as well for and through their trainee officials. He thankfully acknowledges the valuable inputs awarded by the participants and extends thanks to JICA for their continued support to hold such interactive event. With earnest expectation to meet again with the delegates from the training institutions, the Chair announces the Workshop formally closed.

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MEMO OF SEMINAR WITH MEDIA (1st)

Seminar Title	: National Integrity Strategy: The Role of Media in Building Public Awareness
Date and time	: May 28, 2015 / 10:00-12:40 hrs.
Venue	: Bijoy Hall, Bidyut Bhaban, Dhaka
Chief Guest	: Mr. Muhammad Musharraf Hossain Bhuiyan , Cabinet Secretary
Chairperson	: Mr. Martuza Ahmed , Secretary, Ministry of Information

01. Welcome and Inauguration

The National Integrity Strategy (NIS) seminar takes to motion with a introductory announcement and a brief speech of welcome by the Chairperson, the Secretary, Ministry of Information (MOI).The following are the key statements he makes in addressing the participants:

- NIS was approved by GOB in Oct, 2012, but the people has got no or little knowledge about it
- Building public awareness about NIS through media is the central purpose of the seminar
- Integrity encompasses rule of law, justice, social equity, accountability, corruption prevention-all toward establishing good governance in bid to fulfill our State pledge to UNCAC as well.
- NIS includes ten State organizations and six non-State institutions of which the media stands out as a powerful stakeholder.
- NIS must go for a social movement that necessitates wider range of public awareness
- For awareness building on NIS, working in partnership with media is very significant
- RTI empowers the citizens and opens newer avenues to bring home the benefits of democracy
- The Department of Mass Communication, the Press Council, the public and private electronic and print media are playing effective roles as watch dogs to help promote integrity
- The MOI together with its 14 subordinate bodies is also dedicated to disseminate NIS and promote Integrity.

02. Remarks by JICA representative

On the occasion of the seminar, Ms. Ritsuko Hagiwara, Representative, JICA Bangladesh, speaks out the following remarks:

- Since 2013 JICA has been supporting government initiatives for NIS implementation
- A two-year Technical Cooperation project is operating since October 2014
- Media being a non-State stakeholder of NIS has also got very important role to play
- By self-controlled and independent role, the media can greatly mobilize the public and the civil society in establishing ideal norms and integrity.

03. Presentation from Cabinet Division

Dr. Abu Shahin M. Ashaduzzaman, Deputy Secretary, Cabinet Division (NIIU) makes his power point presentation on "**Introduction to the NIS: Initiatives and Progress of Implementation**". The following major points are addressed in moderate details:

- What is NIS? Concept of Integrity-Individual and Organizational -Rationale for Adopting NIS
- UNCAC (Article 5.) Preventive anti-corruption policies and practices
- NIS framework-sustainable development, Quality of life and Rule of Law
- Vision and Mission of NIS
- Institutions of NIS- State institutions (10) and Non-State institutions (6)
- Strategy for attaining Integrity and major recommendations of NIS
- NIS Implementation Arrangement
- Ethics Committee, Standard Operating Procedure (SOP)
- Progress of NIS Implementation, PR Strategy (GoB+Public)
- Potentials of NIS and way forward

04. Presentation from Ministry of Information

Mr. A S M Mahbubul Alam, Additional Secretary, MOI, delivers his presentation on **"Implementation Status Of NIS Strategy of The Ministry Of Information and Actions Taken"**. The salient points raised and focused are:

- NIS: Actions assigned to the Ministry Of Information
- Actions to be taken by M/o Information
- Action-1:Enforcement of 'Right to Information Act'
- Action-2: Review of Public advertisement Policy and introduction of transparent and fair criteria for public advertising
- Action-3:Strengthening of Information Commission
- Actions to be taken by the Media
- Action-1:Promotion of integrity in the media
- Action-2:Implementation of the recommendations of the 'Wage Board'
- Action-3:Development of professional skills of the journalists
- Actions to be taken by the Press Council
- Strengthening of Press Council as the 'watchdog' of the media
- Other Actions and Concluding Remarks

05. Open floor discussions

In response to the Chair's invitation to come up for open discussion , the following comments are made by the participants :

Sl.	Comments	Participants
1.	<ul style="list-style-type: none"> • Similar seminar held almost one year back focused on fundamentals of NIS, its objectives and the actions to be taken • The current seminar reveals some good achievements and variety of progresses so far attained as referred to in the couple of presentations from Cabinet Division and MOI • The State can directly intervene with the personal and 	

	<p>Institutional corruptions while the Political corruptions lead to change in government through election process (often in Japan)</p> <ul style="list-style-type: none"> • Had there been no NIS (as mentioned in the presentation by Dr. Ashad), even then the State must have got to work toward good governance as the citizens' demand and expectations for more transparency and accountability are on increase. • Example of integrity crisis- what a stunning shock for us to have recently watched that a tribal ("Garo") girl was raped by scoundrels and harassed by the police other than being protected - what a wretched state of our society! • Example of optimism- a court has recently pronounced a verdict awarding fine of 100,000 BDT against a newspaper on charge of publishing "false news"- first instance in our history • Media should be scanned under integrity- the acts of the persons behind media, as watch-dogs, should be ethical, humane and justified • The MOI should oversee why only 36 out of 502 Newspapers implemented the recommendations of 8th Wage Board so far? • Ensuring strong commitment of the political parties and their accountability pose great challenge for NIS • NIS as a State document like PRSP, should be disseminated as widely as possible so as to turn it into an effective tool for a social movement. 	<p>Mr. Monjurul Ahsan Balbul, President of Bangladesh Federal Union of Journalists & Chief Editor , Boishaki TV.</p>
2.	<ul style="list-style-type: none"> • NIS is extremely needed for Bangladesh- integrity is defined as the quality of being most honest, moral, ethical and truthful- integrity is more applicable to the media personnel • It is heartening that the NIS Advisory Council is headed by Prime Minister it implies the highest importance attached to NIS • Nearly 4500 journalists under Bangladesh Federal Union of Journalists (BFUJ) and thousands of journalists under another BFUJ and two Dhaka Journalists Associations- do they all practice integrity? Why only 36 out of 502 newspapers realize the recommendations of 8th Wage Board? • Scopes and avenues of media expanding- electronic, online, face book- practicing integrity becoming more difficult- a hard reality • The Press Council (PC) and Press Institute of Bangladesh (PIB) can play very crucial roles in inculcating promoting integrity- PIB meanwhile has organized many trainings on morality & ethics • The PC falls short to use its potential powers causing numerous cases to move direct to the courts and hang for years together though untold sufferings for the clients. • However, despite many limitations, it is the media that has so far played the most extensive and powerful role for awareness building against grave misdeeds (e.g. Kidnapping and rape of the "Garo" girl, Killings of Avijit and Bloggers- all so speedily 	<p>Mr. Shymol Datta Editor, The daily "Bhorer Kagoj"</p>

	<p>disseminated by media with high sensations).</p> <ul style="list-style-type: none"> • Genuine newspapers getting lost among thousands - qualified journalists getting lost among thousands of ineligible ones. • Award for Media leading to global partnership introduced - but experiencing dearth of qualified and dedicated journalists - this scenario should be reversed by raising their awareness of NIS. 	
3.	<ul style="list-style-type: none"> • Two dimensional roles of the Media to play : (1) to truthfully disseminate what has happened or is happening around and (2) to internalize and practice integrity by the media people • The media gets much encouraged to disseminate if any one(s) is/are inflicted with exemplary punishment for perpetrating any illegal and unethical act(s) • Every media person must demonstrate individual commitment , professional efficiency and the fair mind to candidly own mistakes or liability of untrue report if any - it's also integrity • An Ombudsman for our Media is felt the need of the time • Media's attitude towards WOMEN should be persistently positive • Opportunities of automation and digitalization can be best used by the media for disseminating and promoting integrity • Though Press Council cannot punish- still sufferings of incumbents may be reduced if PC could be strengthened 	<p>Mr. Abdul Quayum, Associate Editor The Daily Prothom Alo.</p>
4.	<ul style="list-style-type: none"> • Establishing Integrity is a stupendous job- very hard to implement until integrity is practiced in our politics and our political commitment turns positive • To create rooms for effective integrity practice, the existing systems of governance should also be adaptive to ever changing needs and situations occurring globally • NIS implementation not possible if the State cannot ensure security for all citizens everywhere in the country and eliminate the undesirable obstacles posed by the Govt. agencies, the police and the most influential persons of the society 	<p>Mr. Abu Sayed Khan Eminent Journalist and Writer</p>
5.	<ul style="list-style-type: none"> • The NIS booklet appears good - could be better read if got earlier • No concept of integrity will work to improve the existing horrible situations persisting in the transportations and traffic system of the city- popular perception is that the ARMY is the best solution • Why the Communication Minister should stay on road to oversight the situations- his instructions should work • The best practice of integrity should start from the "Self"- do yourself then ask others to do the same • Why the police personnel who have recently embarrassed and cruelly treated with the tribal girl victim of rape, are not yet taken to book for punishment? • We should not be look down upon the massive increase in numbers of journalists and media reporters - actions should be taken to develop their professional skill , rationalize their salaries / 	<p>Mr. Altaf Mahmud, President, Dhaka Union of Journalists (DUJ)</p>

	remunerations and ensure job security	
6.	<ul style="list-style-type: none"> • There still exists ambiguity and ignorance about the term "Shuddachar" (Integrity) among many people • The Information Commission should play the central role to bring in transparency in media. 	Mr. Bhanu Ranjon Chakroborty, Head of News, ATN Bangla
7.	<ul style="list-style-type: none"> • Why discriminatory propositions in NIS document in respect to disclosure of personal assets by govt. officials and MPs- the former to prescribed authority and the latter to the public? • The proposition for clustering the Ministries and Divisions sounds absurd and makes no sense • Why so many " Will Dos" like Civil Service act, Attorney Services Act, Participatory appraisal system , Career Dev. Plan and so on? • Why the legislation for appointment of Justices for honorable Supreme Court should be done by the Ministry of Law and Justice rather by the Court itself? • It's most unfortunate that we could not appoint an Ombudsman for last twenty years- the PC may not have power to award imprisonment or fine, but its order to the incumbents to tender apology is more than death sentence for a journalist. 	Mr. Khaled Mohiuddin Head of News, Independent TV.
8.	<ul style="list-style-type: none"> • Only punishing the wrong doers cannot help much to curb actions opposed to integrity- rewarding the best practices can largely contribute to promote integrity • The incidences of exemplary punishments should be brought to media for dissemination as instances for others to learn from. • Legislations are enough- no more moves required to enact any new laws- the proper enforcement of the existing laws/ rules, and sharing of liability are of prime importance 	Mr. Manzurul Islam, Chief Advisor, Asian TV.
	<ul style="list-style-type: none"> • We learn the first lesson about integrity from our "Adorsholipi"- the first ideal learning guide for the child- we deviate as we grow • Sycophancy and flattery for those in State power is one of the the major impediments to integrity • NIS and Integrity should not be the contents Dhaka-centric dialogues only , this must outreach the grass root levels • Most of the city based corruption cases are often much talked about in media and very less about those of the field officials • Media should be more vocal about corruptions at field levels too. 	Mr. Z.I. Mamun, Director News, Jamuna TV.
09.	<ul style="list-style-type: none"> • Integrity can be felt and explained from the perspectives of varying perceptions - but the truth is that integrity is deplorably absent in governance and other sectors including media • Massive distortions of the contents of the academic text books over the times has spoiled our young generations who can now hardly value the integrity in its true spirit. • Consequent upon the undesirable changes in text books and over burdening with piles of the books , the students have become prone to immoral practices 	Mr. Abir Hasan, Radio Amar.

	<ul style="list-style-type: none"> • In fifties three books were banned in Pakistan and India in view of unethical contents- such intervention was adversely criticized- but what we currently watch among our youths justifies the move • Integrity practice and NIs implementation dos not cost so high • It is humiliating to hire the concept of NIS from a foreign country • We earnestly look forward to witnessing a decrease in corruption at least by 30% in next ten year. 	
10.	<ul style="list-style-type: none"> • The song " we want golden men" was sung nearly 20 years back • NIS applies to bureaucrats, media and people from all walks of life - none is opposed to each other • Balanced and fair coordination among the State and Non-State organizations can take NIS a long way to success • Ethical norms and self regulations emanate from Integrity • A good thing -at least the term "Shuddachar" is being voiced • If any untrue news is broadcast in or by BBC, on screen apology in saying "Sorry" is implored • Criticism should always be welcome -but that must be constructive -not cruel anyway 	Mr. S. M. Haroon-or-Rashid, Additional Secretary, M/ O Information

06. Responses and remarks by the Chief Guest

In referring to the inputs resulting from open discussions, **Mr. Muhammad Musharraf Hossain Bhuiyan**, the Chief Guest and the Cabinet Secretary puts across his responsive and objective comments as set forth below:

- Thanks for organizing the seminar and also for the informative & focused presentations
- Thanks for media leaders and representatives for valuable and guiding comments
- Thanks for continued support by JICA
- Good progress in NIS implementation by MOI in partnership with media community
- NIS implementation- a gradual process, a comprehensive agenda of good governance that needs the whole nation to stand prepared for it
- Building awareness can raise marketing for integrity- media can mobilize public opinion
- Structural and process reforms needed-ICT helps prevention of corruption & harassments
- In parliamentary systems, public servants are accountable to Cabinet, Cabinet to Parliament, and Parliament to the electorate
- M/o Law and Justice is the link between the Government and the Judiciary.
- Clustering is needed to enhance professionalism in civil service, that is making the civil servants " jacks of all trades and master of one".
- Workshops on NIS are being organized at field level also.

- Ombudsman in each organization is a good idea- interestingly, in India, at least one political party has its own Ombudsman.
- Policy framework, institutions and individuals are the essentials to achieve any goal
- The public servants realize the dreams of political leaders- they prefer working in close association with the media, private sector and civil society.
- NIS is a home grown document -not borrowed from any country, JICA has come up to support NIS implantation voluntarily with no strings of conditions
- Integrity has got much wider connotation than the honesty has.
- NIS with commitment for building Sonar Bangla- is the brain child of the Prime Minister

07. Concluding remarks and Vote of thanks:

At the concluding phase, the seminar's Chairperson - **Mr. Martuza Ahmed**, pronounces the following comments :

- The media is the voice of the citizens- may stand strong if independent and unbiased
 - Integrity can be better practiced if media can create more public awareness about NIS
 - Enthusiastic participation and self criticisms in open discussions by the media personalities and media representatives deserve high appreciation
 - The valuable inputs and suggestions are well taken for future guidance
 - Many thanks for the participants for contributions and owning the messages of NIS
 - Thanks for Cabinet Division, NIS Support Project team, JICA and its representative Ms. Ritsuko Hagiwara for continued supports and cooperation
 - Regardful thanks for the Chief Guest, who has turned up to attend the seminar despite having serious illness with his vocal problem-a rare instance of his high commitment
 - The seminar is announced to have formally closed.
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EVENT MEMO

ORIENTATION WORKSHOP ON NIS IMPLEMENTATION

Days and time : 09 September 2015, 10:30-13:30 hrs.

Venue : Conference Hall, Ministry of Information (MoI)

Chairperson : **Mr. Martuza Ahmed**, Secretary, MoI,

Summary of Proceedings

1. Welcome and Inaugural Speech by the Chairperson

Mr. Martuza Ahmed, Secretary, MoI, welcomes the participants and NIS Support Project Team, and inaugurates the Workshop. In his opening remarks, the Chair underscores the following points:

- NIS document is an exceedingly well written strategy paper - well structured and relevant to time
- MoI has undertaken extensive Work Plan - now under way of implementation
- All subordinate departments/agencies are monitored to keep playing effective roles for NIS
- Enactment and founding Bangladesh Cinema and Television Institute (BCTI) are already done
- Very soon MoI will introduce one and two -year training courses for capacity building and skills development in TV & Cinema industry (may introduce graduation / post graduation too)
- Only enactments of laws/regulations not enough- awareness building on NIS equally important
- In planned activities about NIS should be aligned with its Vision, Mission and the Perspective Plan of the Government.
- In-house performance assessment done - some organizations have not performed as expected
- Performance of some organizations tacitly indicate lack of full and proper understanding of NIS
- After 15 days, a full day meeting with stakeholder bodies will be organized exclusively on NIS, and in-depth assessment will be carried out for each individual organization.

2. Presentation from NIS Support Project

Mr. Md. Shafi-ul-Alam (National Consultant) makes a presentation on "**National Integrity Strategy: Introduction and Progress**" that covers the following points:

- NIS - what it is, conceptual analysis of Integrity/Vision/Mission and strategy for attaining Integrity
- Institutions of NIS, proposed Action Plan for media and Institutional arrangements for NIS

- How NIS will work -formulation of NIS work Plan and Standard Operating Procedure (SOP)
- NIS Monitoring, collaboration with ACC for corruption prevention and capacity development
- Public Relations (PR) Strategy for NIS and the results of PR Activities.

3. Presentation from MoI

On behalf of MoI, Mr. A S M Mahbubul Alam, Additional Secretary, delivers a presentation on **"Implementation Status Of NIS Strategy Of The Ministry Of Information and Actions Taken"** that elaborates on the following points:

- NIS Work Plan of MoI- reporting on good progress achieved in Awareness raising / Capacity Development / Legal reforms / Rewards / Service upgrading / GRS / Innovation Team / RTI
- BCTI should include NIS into its training curriculum - GRS needs to be more upgraded
- Seven NIS actions assigned to MoI - the following three are directly implementable by MoI
- Action 1: Enforcement of 'Right to Information Act'
 - More than 20,000 officers have so far been appointed as designated officers in the public, private and autonomous organizations
- Action 2: Review of Public Advertisement Policy and introduction of transparent and fair criteria for public advertising
 - Authority on publishing government advertisements have been decentralized
Public Advertisement is currently distributed by respective government entities
 - The "Advertisement and Supplements Policy, 2008 has been amended to ensure transparency in the public advertisement area.
- Action-3 Strengthening of Information Commission
 - A three-member Information commission formed in a timely manner for effective enforcement of RTI Act 2009;
 - A former Ambassador is now holding the position of Chief Information Commissioner
 - 73 positions are created in the organizational set-up - 51 officials have been appointed
 - 35 decimals of land and BDT 63.6 millions are allocated from the revenue budget for construction of the office of the Information Commission

4. Interactive Open Discussions

- The expression "Rewards for officers" as used in NIS document should be substituted by "Rewards for officers and subordinate staff" - **Joint Secretary** (Administration)

- NIS is a living document- it is possible to incorporate the suggestion - **Sr. National Consultant**
- As for rewarding, ambiguity remains as what type/ form of rewards to be introduced and what should be cost and how that can be met - **DG, Department of Mass Communication (DMC)**
- Rewards may be of any types like monetary, useful gift, training abroad, promotion, formal recognition/ appreciation, even open thanks- money needed for rewards may be included in budget proposal for allocation of fund by Finance Division - **National Consultant**
- Continued efforts are needed to get into deeper understanding of NIS- colonial approach should be shunned - mental make-up for owning NIS culture is very crucial- innovation , creativity and strong motivation is critically important - **Additional Secretary (Development)**
- Many people without possessing Integrity, as often observed in both public and private sector, do not confront any big problems and are making their good fortunes rapidly - most of them are also securing promotions leaving behind those valuing Integrity - **Deputy Secretary**
- In respect to integrity practices, even the boss in certain situations, does not own the responsibility and in some circumstances the mid and/or lower level staff members decline to support and cooperate (files held for long) -then how to overcome such challenges - **DG, DMC**
- It is most unlikely that ideal situations will always prevail everywhere- so it is strongly desired that the public servants must have to work mostly in given situations - Laws and Rules are there in place for taking punitive actions against disobedience or misconduct - **Sr. National Consultant**
- Performing with Integrity may sometimes cause the incumbent to plunge into dangers- such potential consequences de-motivate him/her to live to integrity - **Director (Radio)**
- Few contents (e.g. incentives, rewards, punitive actions for worst performers) of NIS are ambiguous- only show cause or salary-cut cannot prevent bad practices- how the best performers staying at the bottom of the seniority list can be promoted ? - **DD, Department of Film & Publications**
- Motivating others for integrity practices by the officials who have been trained on NIS, is part of their managerial functions - **Additional Secretary/Integrity Focal Point**
- A public servant should not hanker after material gains or rewards for his/her best performances- enjoying the natural justice is the best reward - **Director, National Institute of Mass Communication (NIMCO)**

5. Closing Remarks by the Chair

The Chairperson concludes the Workshop with pretty series of comments of which the following may take precedence:

- Sensitization about NIS is a basic prerequisite of its effective implementation
- Lack of inter-organizational coordination may thwart some integrity oriented & committed efforts
- Blaming others (mostly the subordinates) in bid to hide one's own shortfalls is a trait of bad culture in governance
- Inconsistence between own actions and sermonizing others on ideal values, and laxity to apply the Conduct Rules do also exemplify lack of Integrity
- Time-bound Work Plans should be introduced in the educational institutes and political parties
- The Govt. has appreciably linked up NIS with the Annual Performance Agreement
- We may motivate our people from our respective positions- commitment and sincerity needed
- The print and electronic media including the public and private TV channels (26 operational), public and community Radio can play great roles to promote NIS interventions
- SOP, quarterly workshop/seminar with Focal Points, PR Strategy etc. can contribute to accelerate the pace of NIS implementation
- Evaluation on age-old Annual Confidential Report (ACR) should be replaced by performance-based evaluation system - Rewards/Punishment system should be strictly pursued
- Websites should be regularly updated and periodically upgraded - formulation of proactive disclosure policy should be expedited- video conferencing may be organized more frequently
- The role of Press Information Department should no longer be traditional- innovations needed
- Department of Films and Publications may undertake small projects for production of TV Commercials (TVC) and documentary films in collaboration with NIS Support Project
- The Cabinet Division and the NIS Support Project team deserves special thanks for extending necessary support to make the Orientation Workshop a good success
- The event is concluded with thanks for contributions and presence of the participants.

MEMO OF SEMINAR ON "ROLE OF MEDIA IN PROMOTING INTEGRITY "

(Seminar with Media 2nd)

Date and time : 22 May, 2016 / 10:30 hrs.-13:00 hrs.

Venue : Bijoy Hall, Bidyut Bhaban

Chief Guest : **Mr. Mohammad Shafiul Alam**, Cabinet Secretary

Special Guest : **Mr. N M Zeaul Alam**
Secretary-in Charge (C &R)
Cabinet Division

Chaired by : **Mr. Martuza Ahmed**,
Secretary,
Ministry of Information

Organized by : Ministry of Information in collaboration with Cabinet Division and JICA

01. Opening Remarks by the Chair

Mr. Martuza Ahmed, Secretary, Ministry of Information (MOI) welcomes the participants of the Seminar. In addressing them all, he speaks out on the following points:

- Establishing rule of law, social justice and good governance constitute the core values of NIS
- Article 39 of our Constitution guarantees freedom of thought, conscience, every citizen's right to freedom of speech and expression- Media needs to play very objective role in respect to that
- NIS aims at promoting Integrity and preventing corruption in all sectors including Media
- The Executive Summary of NIS states corruption cannot be eradicated by enforcement of law only- all-out efforts needed to launch a social movement to that end- Media has got great role to play
- Media is the reflection of the society-it can raise strong voice for the Citizens and Democracy
- Media can greatly influence the ethical values of the Citizens and help the Govt. behave fairly
- Media unveils sensational incidents, stands staunchly against flouters of law and justice, smugglers, so on- warns off people against impending disasters (e.g. Cyclone Roanu)- saves lives & properties
- To ease out free flow of information MOI with its 14 Departments is dedicated to service to Media- enactments for BSS (Bangladesh News Agency) and PIB (Press Institute of Bangladesh) are in force
- To enhance accountability and transparency, Right to Information (RTI) is in force and Information Commission operates
- MOI has got the "Bangladesh Journalists Welfare Trust Act,2014 "and the Rules, 2016 enacted with seed money worth BDT 50.00 millions- 10.00 million for the welfare of the deserving journalists
- NIS provides actions against human trafficking/ adulteration of foods and goods/ money laundering
- MOI arranges to make and broadcast films, documentary, docudrama, TVC, etc. to promote NIS
- Forming New Wage Board for electronic Media goes under way.

02. Remarks by the Representative of JICA,

Mr. Hiroki Watanabe, Program Advisor (Governance) gives out his remarks as summarized below-

- The importance of the role of Media in a society and State can hardly be over emphasized
- NIS was adopted in 2012, convinced with its importance JICA agreed to support its implementation
- Since October 2014, the NIS Support Project starts operating
- NIS addresses the resultant social gap that emerges from faster economic progress
- Appreciable that the Govt. is prioritizing transparency and accountability in governance
- The current Seminar provides us opportunity to learn about the updates of the Project progress
- Remarks and recommendations from participants will be valuable inputs for NIS to work with
- Thanks for MOI and Cabinet Division for organizing the Seminar with Media.

03. Presentation by MOI

3.1. Mr. ASM Mahbubul Alam, Additional Secretary, MOI, makes a presentation on actions taken so far for promoting Integrity in Media and other NIS related actions. One video with snapshots on NIS and one docudrama are also displayed to supplement his presentation. Highlights of the presentation are-

- 1) Enforcement of 'Right to Information Act'
- 2) Review of Public advertisement Policy and introduction of transparent and fair criteria for public advertising
- 3) Strengthening of Information Commission
- 4) Implementation of the recommendations of the 'Wage Board'
- 5) Development of professional skills of the journalists
- 6) Strengthening of Press Council as the 'watchdog' of the media

3.2. Mr. Atsushi Tokura, Team Leader of NIS Support Project makes a brief presentation on progress of the Project activities and PR Strategy. The major focuses are directed on-

- 1) Understanding of NIS
- 2) Some PR Activities
 - Activities for Govt. officials (forming Ethics Committees, appointing Integrity Focal Points Seminars/Workshop /Training), Dissemination of Govt. initiatives, Building Awareness on NIS for general public on NIS, creating logo for NIS

04. Open Discussions

Done with the presentations, the Chair leaves the floor for open discussions and requests the participants to take part -

Comments and Suggestions	Participants
<ul style="list-style-type: none"> • Good to learn about lot of actions done by MOI to promote NIS and Media- so role of Media for Integrity is likely to become more visible • The son of a family may be enticed to eve-teasing if his family fails to create an environment for him conducive to instill values of Integrity • As watchdog Media can play a double-folded role to (1) oversight the progress of NIS and Media (2) promote Integrity within Media itself 	<p>Mr. Monjurul Ahsan Bulbul Editor-in-Chief, Ekushe Television (ETV).</p>

<ul style="list-style-type: none"> • We should preach about Integrity only after practicing it ourselves - for internal control- there exists a " Disciplinary Committee" in the organization of the daily "Prothom Alo"- others may also follow • Integrity should also be mutually supplemented- instances of injustice, corruption, gross malpractices, etc. brought to light by Media yield no benefits if not properly valued/addressed by the Govt. 	<p>Mr. Abdul Quayum Associate Editor The Daily "Prothom Alo", Dhaka</p>
<ul style="list-style-type: none"> • Unfair practices prevail in MOI relative to distribution of Special Supplements- mostly go to print media having rare/least circulations • One of the major objectives of Media is to expose what goes opposed to Integrity- all should take oath, as shown in docudrama, for Integrity 	<p>Mr. Nayeemul Islam Khan Editor, The Daily "Amader Orthoneeti "</p>
<ul style="list-style-type: none"> • It is not true that the recommendations of Wage Board are implemented in 70 print media- it can be hardly in more than 10 to 12 newspapers- officials of MOI assigned to monitor utterly fail • Poverty impedes Integrity- many journalists working without any formal appointments- are poorly salaried (BDT 6000.00 to 3000.00 only per month)- value of Integrity does not work in half-fed stomachs • Separate Wage Board is acutely needed for Electronic Media too 	<p>Mr. Sohel Haider Chowdhury General Secretary, Dhaka Union of Journalists (DUJ)</p>
<ul style="list-style-type: none"> • Govt. offices should set examples of Rewards and Punishments- rewarding/promoting the iniquitous, as happening, hurts the society • PR fails if it lacks Integrity- it should not be confined within preaching only- citizens expect unbiased/ independent/ accountable Media 	<p>Mr. Mnzurul Islam Chief Editor, Dhaka Bangla Channel-1</p>
<ul style="list-style-type: none"> • Media is mirror of society- the very processes of recruitment system are plagued with corruptions- if cured, corruption can drop to 70% • To ensure Integrity in Media, transparency in recruiting the workforce for media, their job-security, timely payments of wages, etc. needed 	<p>Mr. Razu Ahmed General Secretary Dhaka Reporters Union (DUR).</p>
<ul style="list-style-type: none"> • In most of the sensational murder cases, some political leaders and tops of law enforcers make biased comments- investigations impaired 	<p>Ms. Shahana Sheuli Joint Secretary, DUJ. Senior News Room Editor Masranga TV</p>
<ul style="list-style-type: none"> • Media is termed as "4th Column of the State" - but still we need to take much caution while to comment about Judiciary • More powerful than Media are who often hand over a paper to media workers saying "No job from tomorrow"- they should be invited here • Only 1%-2% incentives for journalists - deprived of due remunerations field workers deviate from Integrity- no service benefits for retirees 	<p>Mr. Faruk Ahmed General Secretary, Bangladesh Federal Union of Journalists.</p>
<ul style="list-style-type: none"> • RTI and APA are appreciable tools- but intensive monitoring needed 	<p>Mr. Farid Hossain Senior Journalist</p>

<ul style="list-style-type: none"> • The expanse of Social Protection Net should also cover up the Media • Success stories should also be disseminated by Media generously 	Dhaka.
<ul style="list-style-type: none"> • The messages of NIS and RTI may be disseminated through film slides for raising awareness about Integrity and their right to know • There should not be any indiscriminate approaches in appointing the Media personnel- even lawyers need to qualify in a couple of exams. 	Mr. Muhammad Shafiqur Rahman (Senior Journalist) President , Jatiya Press Club, Dhaka.
<ul style="list-style-type: none"> • Implementation of NIS should be pioneered by Public Administration - Govt. should ensure GRS and equity in promotion and transfer • Though RTI is in force, many Govt. officials still declines to disclose information of public interest on plea of "office secrecy" • How about the performance of the Financial Oversight Committees? 	Syed Ishtiaq Reza Director (News) 71 TV
<ul style="list-style-type: none"> • Govt. should strictly control corruptions of the public servants as their salaries/allowances have been increased by around 103% • The former Chairman ACC told "ACC is an institution without teeth and nail", in current context ACC should play more challenging roles in enforcing those rigorous laws as ACC have been vested with 	Mr. Kashem Humayun Managing Editor The daily "Sangbad".
<ul style="list-style-type: none"> • The Prime Minister in her Message to NIS document, refers to the wise saying of Banghabandhu insisting that no positive change in the fate of this country is possible until our Character is improved • Integrity should not only be restricted within confines of public servants and Media, it should be promoted in political arena to • The incident of humiliating one Head Teacher in public by a law maker- indicates clear breach of law by himself-very unfortunate! 	Mr. Z. I. Mamun Chief Executive ATN Bangla
<ul style="list-style-type: none"> • NIS is a welcome initiative of the Govt. though we are not aware of the financial magnitude of the project • Corruptions running rampant in almost all sectors- prominently in Health, Education, Food, law enforcers- rude interventions needed • Rule of law needs to be restored -Media can assist in fighting against corruption, but there should be safe environment for journalists , otherwise they may also be victims of squats and physical harms • Justice against killings of Journalists like Shamsur Rahman, Manik Shaha, Sagor-Runi and many alike, is still in state of uncertainty- M/O Home Affairs should have been invited to send one representative 	Ms. Nasim Ara Huq Journalist Dhaka
<ul style="list-style-type: none"> • Promotion of Integrity should be carried out in concerted efforts- the family , 	Mr. Pranob Shaha Journalist,

<p>Government, Society and myself should work together</p> <ul style="list-style-type: none"> • Integrity in Media should not be understood applicable to Journalists only- Govt. should ensure integrity for the Owners of Media too • Editor of a national daily being an absconder with warrant of arrest pending against him, was found enjoying patronage of government 	<p>Dhaka</p>
<ul style="list-style-type: none"> • Our public administration had never been 100% immune from corruption including recruitment process- situations are improving • To get engaged in professions of Media, valid license should be obtained as evidence of all round eligibility- but many do not comply • In 70 newspapers recommendations of Wage Board are implemented • The Deputy Commissioners should exercise their wisdom and due diligence in issuing Declarations for new Newspapers- 29 Declarations found unjustified 	<p>Mr. Shameem Chowdhury Principal Information Officer (PIO) Press Information Department (PID) Dhaka.</p>

05. Remarks by Secretary-in-Charge

The remarks of the Secretary-in-Charge (C &R), Cabinet Division boil down to the following points-

- Lot of discussions and positive outcome seem to have resulted from the Seminar
- All the activities to promote NIS are being executed under the structures of NIS Support Project
- In terms of financial value this is not a big project - estimated project cost is around TK15 million from the Government of Bangladesh and TK120 million from the Japanese government.
- The Project interventions include awareness raising Seminars involving Govt. officials, Civil Society, NGOs, private sector, Media, education and training institutes, training for Integrity Focal Point, training in Japan, Workshops, Research, Good practice documentary & PR activities
- Meanwhile 11 outreach Workshops at District levels organized by Cabinet Division on NIS
- More outreach programs will continue till January 2017 from GOB component of the Project
- For GRS, Cabinet Division has already developed a System Software
- Many thanks for MOI and JICA

06. Remarks by Cabinet Secretary

The following are the key points forming contents of the remarks made by Cabinet Secretary-

- To promote NIS, Cabinet Division is working increasingly on awareness raising campaigns at field levels, RTI (proactive disclosure), APA, GRS, Citizen Charter and corruption control
- NIS can succeed if people could be socially mobilized for integrity and united against corruption
- Not only the journalists, many public servants are also working in a grim state of insecurity
- Ethical values are eroded- the recent incident in Narayanganj by a lawmaker is just one of many
- But good to watch that Media moves upfront to bring all detected crimes and unethical occurrences to surface fearlessly to trigger off the public outcry against the wrong doers
- The appreciable suggestion that the owners of Media should also be made accountable- noted
- The Media should also publish/broadcast best practices and success stories more frequently

- Promoting integrity of political representatives forms part of the agenda of NIS- we may initiate
- Existing promotion and placement systems are not absolutely perfect-new guideline underway
- For disclosure of information many govt. officials still get obsessed with perception of office secrecy- if any officer hesitates to disclose information, the Head or seniors may be approached
- We must strive to come out of "Negative Culture"- NIS can be turned into social movement similar to our " Social Plantation Campaign"- now people buy saplings though initially got free
- Our committed efforts can make NIS as Model of Integrity to establish envisioned Sonar Bangla.

05. Concluding Remarks by the Chair-

The Chair expresses grateful thanks to the Chief Guest (Cabinet Secretary) and the Special Guest for their presence and participation. He thanks the Media Representatives and other participants for attending the Seminar and making valuable contributions. He awards special thanks to JICA for continued support to Mr. Hitoshi Ara, Senior Representative, Mr. Hiroki Watanabe, Program Advisor (Governance) and Mr. Zulfiker Ali, Senior Program Manager for their presence and valuable inputs.

WORKSHOP MEMO

Workshop on "Implementation of National Integrity Strategy: Proposed Draft Action Plan for NGO Sector"

Date and time	: 02 August 2015, 09:30 hrs.-13:45 hrs.
Venue	: <u>Bijoy Hall, Bidyut Bhaban, Dhaka</u>
Chief Guest	: <u>Mr. M Musharraf Hossain</u> Bhuiyan, Cabinet Secretary
Special Guest	: Mr. Md. Abul Kalam Azad, Principal Secretary, Prime Minister's Office
Chaired by	: Mr. Md. Nurun Nabi Talukder, Director General, NGO Affairs Bureau

1. Opening remarks by the Chair

- Memorable quote: "- hardly can we bring good fortune for the people if our characters do not change! By rising above nepotism, corruption and self-deception, all of us have to be engaged in self-criticism, self-restraint, and self-purification " (National address by Bangabandhu, 25 Dec, 1974)
- For success in National Integrity Strategy (NIS) implementation, well coordinated efforts needed. NGOs and Civil Society (CS) to be mutually responsive to the state as well;
- With strict adherence to legal obligations and avoidance of political involvement concurrently with practices of integrity, the NGOs can accelerate the pace of development;
- General public perception and many media coverage hold views against NGOs. Reality is mostly other way round. Many NGOs dedicated to outstanding services in multiple sectors even in Hill Tract areas;
- Admirable contributions of NGOs in promoting Millennium Development Goals (MDG), protecting almost 200,000 people from blindness, providing subsistence to nearly 150,000, but very few having ill reputes in performance and integrity; and
- NGO Affairs Bureau (NGOAB) is very vigilant and playing vital role as strong regulator and more importantly as a great facilitator also.

2. Presentation "Implementation of NIS: Proposed Draft Action Plan for NGO Sector" by NGOAB (Presenter -Mr. K.M. Abdus Salam, Director /JS)

Followed by the Chair, the Director K.M Abdus Salam made a short Presentation on Proposed Draft Action Plan for NGO Sector. He mentioned that-

- Integrity succinctly defined with pertinent reference to UNCAC, 6th Five Year Plan (2011-16) and Perspective Plan (2010-2021) and adoption of NIS by the Cabinet on 18 October, 2011. He also mentioned about the Involvement of specified State and Non-State organizations as well as structural strength and roles of NGOs and Civil Society for NIS implementation,
- He discussed six Strategic Actions - interactions on policy & programs, institutional transparency, internal control, accounting and auditing system, rules/ policy for fair recruitment and avoidance of duplication.

3. Open floor Discussions

RESPONSES/ COMMENTS	PARTICIPANTS
<ul style="list-style-type: none"> • In Bangladesh incredible progress attained in social sector as admired by Nobel Laureate Amartya Sen¹ also where main actors are NGOs. • Bangladesh is heading to become middle income country, not to make the rich richer but to raise the lower middle group and the poor to higher status where NGOs are working hard. • Awareness building, empowering the people, health care, education, identifying and addressing localized problems where NGOs are the co-partners of Government as regulators in the pace of development. • NGOs are confronting difficulties in NIS implementation: improper funding procedures, sub-contracting, tendering system, irrational directives from the donors, no slice of fund for organizational strengthening. 	<p>Ms. Rokeya Kabir, Executive Director, Chairperson, ADAB (Association of Development Agencies in Bangladesh) & Executive Director BNPS (Bangladesh Nari Progati Sangha -Bangladesh Women's Advancement Organization)</p>
<ul style="list-style-type: none"> • Interactions among NGOs, NGOAB, stakeholder agencies are going aright². Inter-ministerial meetings involving more participations of Civil Society (CS) may yield better results. • To ensure contributions of CS in legislation process, can the interactive process be stretched to the Parliament through the MPs and the parliamentary standing committees? 	<p>Mr. Md. Harun-or-Rashid Chief Executive Light House</p>
<ul style="list-style-type: none"> • No budget, no law and no policy should be made dispensing with the interests of the disabled population. • Opportunities of representation and fair engagements of the disabled into the structural framework of government organizations and NGOs need to be ensured. 	<p>Mr. A Sattar Dulal Executive Director, BPKS (Bangladesh Prodibandi Kallyan Somity- Bangladesh Society for the welfare of the Disabled</p>

¹ Such admiration came in his public lecture on “Economic Development and Human Progress” organized by CPD on 23 February 2015 at Krishibid Institute, Dhaka (Ms. Rokeya tacitly referred to this lecture)

² Aright-adv. Means rightly or in the right way.

<ul style="list-style-type: none"> Government should be more flexible to NGOs and CS: keeping NGOs accountable to so many (now 27) authorities posing unnecessary impediments (tired of repeated interventions by VAT authority). More freedom is needed 	people).
<ul style="list-style-type: none"> Inclusion of NGOs and CS into NIS is a good recognition by the Government much needed in developing joint partnership. Integrity within the NGOs is essential. The draft action plan has been developed in consultation with NGOs - a good approach. Interactions should be more pervasive cutting through the NGO Forum on to the full sector and engagement of a NGO Ombudsman should receive priority interventions. 	Dr. Iftekharuzzaman, Executive Director, Transparency International, Bangladesh (TIB)
<ul style="list-style-type: none"> NGOs playing significant role to visibly output social development through service-oriented benefits to the people. But they should also prioritize good governance and prevention of corruption as well. The Bangladesh Mahila Parishad prefers to work on the issues too, concurrently with its own core programs. 	Dr. Maleka Banu General Secretary, Bangladesh Mahila Parishad (Bangladesh Women Council)
<ul style="list-style-type: none"> NIS activities should outreach down to the local levels. If the Deputy Commissioners and Upazila administration get more involved and be more supportive, the better for the NGOs to work with NIS. 	Ms. Aroma Dutta Executive Director, PRIP Trust, Dhaka

4. Remarks by Mr. Atsushi TOKURA, Team Leader, NIS Support Project:

He thanked warmly for organizing a very good and effective Workshop. He told in view of good governance, improving public service, poverty reduction, economic development, the Govt. of Japan considers NIS as a very important document. He also mentioned that the NIS Support Project operates since October 2014, in close collaboration with Ministries/Divisions and selected Organizations

- NGOAB had lot of organized discussions before on NIS. The current workshop is a big milestone toward promoting good governance.
- Having opportunity of being with the participants, witnessing the Workshop -have got really excited!

5. Remarks by Principal Secretary, Prime Minister's Office

- The Government firmly intends to march ahead joining hands with NGOs for overall development, promoting more accountability and transparency. Beside the Cabinet Secretary, placing another full Secretary in Cabinet Division dedicated to coordination and reforms testifies to such intention.
- Major conceptual change in Government is signing Annual Performance Agreement (APA) by all Ministries and Divisions with the Cabinet Secretary introduced since last financial year

- Open door policy pursued by Government - Citizen Charters set on display. NGOs need to be transparent too.
- The draft action plan focusing on six identified areas seem excellent. More important is to translate it into proper actions within given timelines
- Accountability not only to be applied to Govt., NGOs should also be if not performing properly while received from Donor. Global money becomes public money alike the Tax Payers' Money;
- As for tendering system for donors' funding, negotiations are needed to start from global level- assessing the status of NGOS and "pick and choose". This is a good practice, no doubt;
- Instructions already disseminated to the Deputy Commissioners to include NIS into agenda of Monthly Coordination Meeting and to be supportive to NGOs in this respect
- As part of legislation process, Govt. invites comments/suggestions on newly proposed laws / policies through Websites. Public inputs are properly valued. NGOs can also contribute to enrich qualities of laws and public policies
- One common Website may be developed to be shared by NGOAB and all NGOs - also to put up the best practices replicable by others.

6. Remarks by Cabinet Secretary

- NIS being approved by the Cabinet and the Advisory Council chaired by the Prime Minister indicate the State commitment. Working on NIS is a huge job; many actors to be involved, slow but steadily.
- NIS a living document leaves rooms for revisions when needed. The draft action plan also seems a good document prepared by NGOAB.
- NIS a home grown document, not inherited from elsewhere, not framed under dictation from UNCAC either. The Prime Minister herself passionately named its head title as "Sonar Bangla Gorar Prothoy". Such gesture speaks of strong political will of the Govt. as well.
- The term "Shuddachar" coined by Prof. Emeritus Anisuzzaman initially seemed unfamiliar to many. It is virtually just opposite to the term "Vroshtachar" widely used in India to mean "bad governance".
- Integrity in Government is not good enough - all others (academia, media, NGOs & CS) must also possess and promote integrity.
- "Shushashan" (good governance) is not a new or borrowed concept in this region- its roots go back to the history of ancient Indian sub-continent and also to the myth of the "Mahabharata" concerning the regime of King "Dhritarashtra" (usurper) and naming of his sons.
- NGOs should bear in mind they are doing well as the Govt. has created enabling environment- for NIS GO- NGO partnership crucially needed- even to achieve other social and national objectives also.
- Govt. welcomes constructive criticisms (identify and suggest for what goes wrong with Govt.

- Many of the people are not aware of many outstanding achievements of the Govt. (not good marketer). Same may be true of many NGOs. Dissemination for the common people critically is needed.
- Scopes of Rules of Business are widened and scopes for deeper and meaningful consultations are created. Draft laws and policies are posted on websites. NGOs can proactively come up to consult and contribute.
- The over sighting bodies like Parliamentary Standing Committees, C& AG, ACC, Media etc. may also watch the activities of NGOs. The development partner's money is also the Tax Payers' money of the source country. The Govt. demonstrates accountability through APAs, RTI, GRS etc., working for innovative service deliveries to save cost and time.
- NIS is really a great document to build effective partnership in wider canvass - can invigorate us with new zest for good governance.

7. Group Presentations

Group 1: Theme: Creating opportunities for more interactions with NGOs on formulation of public policy and other important programs and actions

Recommendations

- Preparing and publishing annual research directory
- Ensuring proper (50%) representation of the disabled in the GO-NGO Forum
- Making the Forum fully effective within 6 months - holding half yearly meeting
- NGOAB should report back on implementation progress of suggestions directed by NGOs
- Strengthening coordination at local level desirable - but not in bid to monitor

Group 2: Theme: More transparency in institutional programs/ activities

Recommendations

- One committee consisting of 5-7 members representing the NGOs will submit to NGOAB a Draft TOR for the Ethics Committee.
- The Draft TOR will be disseminated to all NGOs and be finalized in reviewing the comments / suggestions received from them.
- The same committee will frame out the draft TOR for Ombudsman in following the same procedure.
- Will prepare and publish updated Websites by all NGOs within next one year.

Group 3: Theme: Improving internal control system of NGOs

Recommendations

- Ideal scenario: mix of regulatory and proactive initiatives- full separation necessary

- The policies and subject issues jumbled up -rephrasing needed to distinctly reflect the issues in the policies for NGOs
- Actions on NIS should not be imposed as mandatory: better to leave it to be executed proactively and to the discretion of the organization.
- Good samples of various organizations relative to policy, strategy, guideline etc. should be posted on to the Website of NGOAB for others to learn and replicate
- Risks: Audit guideline should not be included into the guideline (Terms of Reference)
- Should be clarified that NIS may be addressed proactively as a process-tool

Group 4: Theme: Introducing standard accounting and auditing system

Recommendations

- Every NGO must have financial rules, procurement rules, control of assets and employees accounts individually.
- Must formulate standard manual in accordance with existing financial rules and laws of the country.
- The lower limit of financial ceiling will be BDT 10,000.00 (ten thousand). Individual organization will determine its minimum level.

The provision of "zero tolerance" will be incorporated into the Financial Rules.

Group 5: Theme: Formulating necessary law/ rules/ policies for transparency in recruitment for NGOs

Recommendations

- Interventions by the donor agencies are not desirable in respect of formulating HR policy congruous with ethical code of conduct and gender policy.
- The women and the disabled employees should receive special considerations from the management in respect to decisions taken for placing or transferring them - no involvement of the donor agency should be there in this decision making process.

Group 6: Theme: Avoiding duplications between government and NGOs in developmental actions

Recommendations

- Priorities in selecting the beneficiaries / target group should be determined in consideration of the existing pro-poor policy, baseline information, official list of the extreme poor and the poverty map.
- NGOs should undertake programs only when adequate statistics and information available with them.
- TOR should be framed out in respect to forming inter-NGOs coordination platform.

- Necessary explanations may be furnished while assigning what should be done by which NGO.

8. Remarks by Mr. Md. Nazrul Islam, Secretary (C& R), Cabinet Division

- The size of participation in the Workshop highly encouraging - expecting similar events with private sector and educational institutions soon.
- For interactions on NIS, the NIS Support Project may also target the NGOs not run by foreign funding - NGOs may watch the NIS Work Plans and APAs of Ministries/Divisions and other selected organizations already published in respective websites.
- Process already started by Cabinet Division to take NIS to district levels through Divisional Commissioners and will gradually be strengthened.
- Required VAT information may be posted on Website. All documents are kept at one point in Indian system to be copied by the requiring agencies on their own cost.
- For RTI, all Designated Officers (DOs) appointed. DOs should also be there at grass root levels. Annual report of DOs and APA should be consistent with RTI.
- Disclosure policy should be formulated to spell out what info for mandatory disclosure, what info for proactive disclosure and what else not be disclosed or disclosed on approval by superiors.

9. Closing Remarks by the Chair

- Thanks for active participation and valued inputs.
 - NGOAB is proactively working on NIS - organized 7 divisional Seminars so far - enormously encouraged and inspired by the presence and great contributions of Dr. Gowher Rizvi, Adviser to Prime Minister.
 - Focal Points in 500 NGOs are already appointed; recently organized seminar on autistic disability.
 - All the suggestions/recommendations of the Workshop are well noted. Decisions will be finalized soon in consultation with Dr. Gowher Rizvi.
 - With vote thanks for all - the Workshop declared closed.
-

EVENT MEMO

National Integrity Strategy (NIS) Seminar for Educational Institutions

Day and time	: 17 September 2015, 09:30-13:30 hrs.
Venue	: Bijoy Hall, Bidyut Bhaban, Dhaka
Chairperson	: Md. Nazrul Islam Khan , Secretary, Ministry of Education
Participants	: Annex-1

Summary of Proceedings

1. Welcome and Opening Remarks by the Chairperson

The Chairperson Mr. Md. Nazrul Islam Khan, Secretary, Ministry of Education (MoE), thankfully welcomes the chief guest (Cabinet Secretary)-Mr. Muhammad Musharraf Hossain Bhuiyan, all the representatives from different educational institutions, the District Education Officers (DEO) present, the JICA representative, officials from Cabinet Division and MoE, and the NIS Support Project Team. In his opening remarks, the Chair underscores the following points:

- As an initial impression, the term "Integrity" or "Shuddachar" may seem somewhat intricate
- Unawareness/ambiguity/intricacy about NIS will hopefully be remedied by the current Seminar
- All of us envision for a Bangladesh to be transformed into a "Developed Country" by 2041
- NIS is not only for corruption control, but also for other actions to promote Good Governance
- Only knowledge and skills are not enough for good governance- integrity and ethical values need to be ingrained and carried out through generations - teachers can play key roles for that
- NIS is an excellent document to facilitate "carry-over" of good values through generations
- All of us being members of education-family must take collective commitment to work for NIS

2. Presentation from Cabinet Division

Dr. Abu Shahin M. Ashaduzzaman makes a presentation on "Introduction to the NIS: Initiatives and Progress of Implementation " that elaborates on the following points:

- Concept of Integrity- individual/institutional and measures adopted so far toward Integrity
- Rationale for adopting NIS-Article 5 of UNCAC (preventive anti-corruption policies & practices)
- NIS framework - Sustainable Development, Quality of life and Rule of law
- Vision and Mission- 10 State (10) and 6 Non-State Institutions of NIS
- Strategy for attaining Integrity and major recommendations of NIS
- Implementation arrangement of NIS- ethics Committee, SOP (PDCA Cycle)

- Progress and potentials of NIS (demand for good governance)- way forward

3. Presentation from MoE

On behalf of MoE, Mr. Md. Aminul Islam Khan, Joint Secretary, delivers a presentation on "Implementing National Integrity Strategy (NIS) in Education Institutions " that highlights the following points:

- "Building the future generation as a human resource, efficient in knowledge and technology and inspired with moral values, national tradition and the spirit of liberation war" - Sheikh Hasina
- National Education Policy (NEP) 2010 and National Integrity Strategy 2012-inter-related
- NEP emphasizes to instill moral values, honesty, patriotism and social responsibility into students
- NEP aims at fostering creativity, stimulating critical thinking, inculcating human values and developing positive attitudes - a composite blending of knowledge, skills, attitude and values
- Promoting moral and rights based education in the curriculum- a core objective of NEP
- NIS Goal for Education Sector : Establishment of educational and religion-based institutions as a sustainable way for promotion of morality
- NIS implementation in MoE:
 - NIS implementation teams formed in MoE, sub-departments / educational institutions
 - IFPs , focus on RTI, E-governance, GRS / sub-committees for priority areas
 - Training initiatives / Annual Performance Management System
 - Review meeting / inter-organizational experience sharing / Annual Reporting
- Recommendations:
 - Blending between religion and morality / integrity elements in curriculum
 - Developing professional ethics / social responsibilities / culture of "we" from "I"

4. Remarks by JICA Representative

Mr. Zulfiker Ali, the representative of JICA, Dhaka, briefly speaks that-

- Ms. Ritsuko Hagiwara has apologized for not being able to turn up due to urgent preoccupation
- JICA is very happy over arrangement of the current Seminar with Educational Institutions
- It is very exciting for JICA to experience such a large event with more than 200 participants
- JICA firmly believes, the educational institutions can play basic role to inculcate Integrity
- The observed well coordination of MoE and Cabinet Division can make the event successful

5. The Key-Note Speech by Cabinet Secretary

The Chief Guest and Cabinet Secretary Mr. Muhammad Musharraf Hossain Bhuiyan, puts forth his key-note speech on the occasion. The summarized versions of his remarks are as follows-

- NIS was not adopted in one go - process started in 2007, the Cabinet approved it in October, 2012
- The GoB's initiatives for NIS emanated not merely from UNCAC, but mostly from political and state commitment as the Prime Minister concomitantly wears two caps (political party + Govt.)
- The title of NIS as "Sonar Bangla Gorar Prothoye", assigned by the Prime Minister -Sheikh Hasina, indicates and incorporates the State Vision and State philosophy of the country into NIS
- Among the State and Non-State organizations of NIS, educational institutions are most important
- Though shown as non-state organizations most of private educational institutions enjoy Govt. financial supports- such peripheries have fostered a family bondage called "Shikka Poribar"
- The NIS involves not only the "political party in power" but also the other political parties
- The roles of the parents and the teachers are very crucial to instill the values of Integrity into the children and students respectively - that is why "family" and "educational institutions" are included as the basic stakeholder institutions of NIS among others
- Most effective molding of mental make-up and mind-set of our young generation is possible at College and University levels- that is why the age for fresh recruits of Army Officers is set ≤ 17
- There exists marked difference between education and training-the teachers educate to prepare the students for life while the trainers train up to enhance skills and efficiency for jobs
- The teachers belong to one of the most honored segments of our society-it is not the State but the Society perennially pays respect to them- the so called "honor" for officials is temporary that ceases to continue just after retirement (only exception -for the former President of the country)
- The most valuable message for the students is " Enter to LEARN and go out to SERVE"
- Integrity consists in how much one can make his life useful for others and how far one can dedicate one's life to the service for society as well
- It is not easy job to disseminate the philosophy of NIS- at the very initial stage the Media people laughed at when the concept of Integrity was voiced by us ('bureaucrats') and sarcastically termed the act as "Bhuther Mukhe Ram Ram"- but on the second spell of interactions with them the attitude seemed quite positive- accepting responsibility to promote integrity within Media

- Creating the public demand for Integrity is critically important - the process of NIS implementation may be slow and but steady
- We are the successors of our glorious past- "what Bengal thinks today India thinks it tomorrow"
- The government has announced an admirable National Education Policy, virtually very consistent with NIS- it may however take longer time for full implementation
- Our Constitution provided for setting up the institution of "Ombudsman" in 1972 when many of the global countries did not think about it- conversely, many countries by now have got Ombudsmen in their state structures which we could not as yet- but the process is under way
- The institutional image (like DPI in education sector, CBI / RAW in India- all headed by Directors) can be utilized to implement NIS
- Strong commitment can bolster up the tasks of NIS to reach the goal of promoting Good Governance and eventually building Golden Bengal for all
- Many thanks for all present around in this event.

6. Open Discussion

- The concepts of Work Plan, Annual Performance Management System (APMS) and Annual Confidential Report (ACR) seem **conflicting**- how to reconcile ? (**DEO, Brahmanbaria**)
- These are **not conflicting** - Work Plan focuses what actions the Organization plans to carry out within given time frames, APMS deal with how efficiently those actions can be accomplished and ACR evaluates individual annual performance (**Sr. National Consultant, NIS Support Project**)
- One special committee exclusively dedicated to NIS, may be formed at district level- the committee may review the NIS activities of institutions quarterly and each institution may submit report to the committee periodically (**Principal, A. Haque College, Bogra**)
- It is good to understand that NIS is also endowed with some inherent potentials to promote "Akida" (Belief), "Amol" (Performance) and "Aklak" (Character)- these are very consistent with the religious values of Islam (**Principal, Faridganj Majidia Kamil Madrasah**)
- It's unethical to tell others not to tell a lie until we practice telling the truth ourselves- some short videos on moral values may be developed and sent to educational institutions (**DEO, Narail**)
- Students are groomed up to grow more knowledgeable- if their cognitive levels could be molded with the spirit of NIS and a strong hold of Integrity could be founded, they can be transformed into perfect "humans" (**Mr. Mozzaffar Ali, Professor**)

- The rampant usages of mobile phones are about to destroy our young generation-use of cell phones should be strictly prohibited up to secondary level- National Integrity Award should be introduced (**Principal, Feni Alia Kamil Madrasa, Feni**)
- Bangla literature is rich with innumerable elements of Integrity, there are many good policies- badly applied, very few people to voice against corruption- such voice should be strengthened and multiplied- a new war can be waged against corruption (**Director, Technical College**)
- Humans are born with basic spirit of Integrity-it takes in all that is good- many of them get tarnished and corrupt over the times- the factors for such degeneration should be identified- corruptions can be reduced if the identified factors are properly addressed (**Principal, Uttar Badda Islamia Kamil Madrasah**)
- Public opinion should be mobilized in favour of NIS- Essay and Debate competitions may be organized on Integrity- National Integrity Day may be announced and widely celebrated across the country (**Principal, Carmichael College, Rangpur**)

7. Closing Remarks by the Chair

The Chairperson concludes the Seminar with the following precise comments :

- The Government initiatives are there to apply the technology of e-learning notably Google Class Room , webmail (age < 17 years) etc.
 - The MoE will come up with fair Recruitment Rules more streamlined to ensure equity and justice
 - It is good to note that the political party has also been included as a non-State organization of NIS- the roles MPs have also been encompassed into the scope of NIS
 - The teachers need to be oriented to stress management to enhance their efficiency
 - The teachers should shun the trend to act only upon official circulars- there are lots to do proactively to initiate good practices toward promoting Integrity
 - There are many elements of goodness in NIS that the teachers can pick up and disseminate
 - The students can better learn from what the teachers practice visibly
 - Building and sustaining solid bond of unity among the members "Shikka Poribar" is the core pre-requisite of integrity
 - Many thanks for all participants - more thankful to those come from remotest places
 - Thanks for all who have dedicated good efforts to make this event successful.
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**MEMO OF SEMINAR ON "ROLE OF PRIVATE SECTOR IN PROMOTING
INTEGRITY "**

- Date and time : 05 March, 2016 / 10:00 hrs.-13:00 hrs.
- Venue : Bijoy Hall, Bidyut Bhaban
- Chief Guest : Mr. **M A Mannan**, Honb'le State Minister,
Ministry of Finance and Ministry of Planning
- Special Guests : 1. Mr. **Mohammad Shafiul Alam**, Cabinet Secretary
2. Mr. **Matlub Ahmad**, President, Federation of Bangladesh Chambers
of Commerce and Industries (FBCCI)
3. Mr. **Mikio Hataeda**, Chief Representative, JICA Bangladesh Office
- Chaired by : Mr. **Md. Nojibur Rahman**,
Secretary, Internal Resources Division and
Chairman, National Board of Revenue (NBR)
- Organized by : NBR in collaboration Cabinet Division and JICA
- Participants : Annex-1

01. Opening Remarks by the Chair

Mr. Md. Nojibur Rahman, Chairman, NBR welcomes the participants of the Seminar. In addressing them all, he touches upon the following points:

- Unique event on NIS- first of its kind involving NBR, Private Sector, Cabinet Division and JICA
- NBR and FBCCI working together in close partnership to share the common goals and objectives
- Have to work with stakeholders keeping hands on hands- not with hands in gloves
- NBR has formed 4 working groups : (1) Customs (2) Excise (3) VAT and (4) Capacity building
- We must need to bring in positive change in attitude and mindset
- We need to create enabling environment to promote Integrity and implement NIS effectively
- NIS is the key-tool to help reach Vision 2021 and Vision 2041
- Effective legal framework needed to prevent misconduct, mal-practices and corruption
- NBR is strongly committed to facilitate good business and take legal actions against non-compliance
- NIS needs deeper and wider dissemination

- Special thanks for Chief Guest, Special Guests, Business Leaders, JICA, Mr. Majumder (former Cabinet Secretary), Barrister Jahangir (Member ,NBR), other officials of NBR/Cabinet Division

02. Remarks by Secretary-in Charge

Mr. N M Zeaul Alam, Secretary-in-Charge (Coordination and Reforms), Cabinet Division, comes up with the following remarks-

- The NIS document is pervaded with the spirit and aspiration of our liberation war
- NIS is akin to a Charter of State commitment to establish good governance and a society free from corruption
- Enormously powered by private sector our GDP growth persists above 6 % since 2011
- Our two broad goals are-
 - (i) Reaching upper middle income country group GNI threshold by 2030
 - (ii) Attaining developed advanced economy status by 2041
- Apart from creation of wealth and profit maximization, private sector must also need to promote ethical corporate culture for their human capitals
- NIS stands against all collusive, conspiratorial practices- cartels, syndicate, loan defaults
- NIS provides to protect consumers' rights, create transparency/accountability in business
- NIS provides to enforce Competition Law, act against adulteration of foods/ medicines
- The Seminar affords excellent opportunity for sharing views on how best the public-private partnership can do to prevent corruption in business sector and promote NIS
- Thanks for Hon'ble Chief Guest, Special Guests and everybody present.

03. Presentation by Cabinet Division

Mr. Abu Saleh Mohammed Ferdous Khan, Deputy Secretary, Cabinet Division, puts up his presentation on NIS Concept, Contents and its Progress. The points raised in the presentation are summarized below:

- **What is NIS ?**
 - Holistic approach to promote good governance
 - Through promotion of integrity and prevention of corruption
- **Concept of Integrity**
- **Rationale of the NIS- why NIS?**
- **Previous initiatives for *Integrity***
 - Penal Code, 1860
 - Prevention of Corruption Act, 1947
 - Government Servant (Conduct) Rules, 1979
 - Government Servant (Discipline & Appeal) Rules, 1985

- Reorganization of the ACC, 2004
- Public Procurement Act/ Rules, 2006/2008
- Right to Information Act, 2009
- Whistle-blowers' Protection Act, 2011
- Prevention of Money Laundering Act, 2012
- **NIS- the document itself: mission and vision**
- **The NIS institutions**
- **NIS and the Private Sector**
 - Goal
 - Recommendation
 - Action Plan
 - Progress of NIS implementation

04. Presentation by NBR

Barrister Jahangir Alam, Member , NBR, makes his presentation on "The Role of Private Sector in promoting Integrity". The presentation highlights the following points-

- **National Integrity System - what?**
 - Collective of institutions and practices
 - Crucial to maintaining integrity and accountability
 - Applicable to government, non-government and private sector
- **Objectives of the Seminar- what? Sharing major issues to-**
 - Prevent Corruption, ensure Integrity, improve Tax Compliance
 - Ensure participation by State and Non-State Institutions
 - Establish people's welfare and achieve Vision 2021 and Vision 2041
- **Steps taken at NBR**
- **Role of Private Sectors in establishing integrity in their business process**
- **Benefits of Integrity**
- **Challenges**
- **Way Forward**
- **New NBR - its different approaches**
- **New NBR - its modern management framework**
 - 5 Fs, 5Cs and TQM
 - Value for money
- **New NBR - its result areas (5 Is)**
- **New NBR - its Strategy for Revenue Generation (5Ps)**

05. Open Discussions

Done with both the presentations, the Chair leaves the floor for open discussions and requests the participants to take part -

Sl. Nr.	Comments and Queries	Participants
1.	<ul style="list-style-type: none"> • The Seminar has created a good platform to exchange views on moral and ethical concerns within business sector • Prevention is better than cure- NIS seems to insist more on prevention of corruption than actions against corruption done • Both Public and Private sectors should build joint partnership to promote NIS- standard of performance and ethical conduct should be determined equally for both sectors • Ministries should delegate more powers and responsibilities to the subordinate bodies retaining powers to supervise & monitor only • One cannot clap with single hand- most of the corruptions take place in joint collaboration between private and public parties • It is not fair to blame the whole business community for a small segment of corrupt business people • For the NIS activities related to trade and commerce, the Ministry of Foreign Affairs, Ministry of Environment and Forest and Ministry of Labor and Employment should also be assigned support responsibilities • A more hefty budget for the nation is expected soon- Govt. should not impose more burden of taxes and duties on businessmen • We do not intend to receive the award as highest tax payers in earning black money- both small and big business entities should be treated with principle equity • The private sector can contribute to implement NIS ever more if the sector gets fair policy support from the Government 	<p>Mr. Rafez Alam Chowdhury Bangladesh Garments Accessories & Packaging Manufacturers & Exporters Association (BGAPMEA), Dhaka</p>
2.	<ul style="list-style-type: none"> • Those who trade in drugs like Yaba and who deal in prohibited or obsolete medicines, cannot be called " businessmen" • The Government must indeed recognize that the private sector enterprises makes great contribution for employment generation, poverty reduction and providing huge amount of state revenues • It is not fair to pursue unilateral Tax Procurement Policy • Many genuine businessmen are getting ousted in racing tougher competitions under stress of over-taxation and profit for survival • " More Sale-Less Profit " is the most acceptable business principle, but in current situations it is very difficult to follow it • There should be a three-tiered VAT payment structure in the range like 10%, 8% and 5% instead of existing 15% for all • It is unfortunate to witness that a person becomes robustly rich (billionaire) in a very short period of time, in pursuing corrupt practices- Govt. agencies should see how it happens 	<p>Mr. Rahmat Ullah Former Director FBCCI, Dhaka</p>

	<ul style="list-style-type: none"> • More unfortunate is that such billionaire is often found receiving honor, award (Best/Highest Tax Payer) and even state patronages- the Govt. should enquire into last 10 year's history of such persons • Market monitoring should be strengthened and be carried out with integrity and courage • Long Term Policy for FDI (Foreign Direct Investment) should be undertaken to ensure State Guarantee that change in government will not affect the policy • SROs (Statutory Regulatory Orders) should be issued with a 3-month prior notice so as not to affect the ongoing business deals • The new generation of Civil Servants (e.g. Assistant Commissioners) are mostly talented and possess high values of integrity- proper grooming and capacity building for them can make a happy and prosperous Bangladesh as targeted by NIS 	
3.	<ul style="list-style-type: none"> • To achieve Vision 2021, the participation and contribution of the Private Sector is greatly needed • The business community is ready to contribute to Government's revenue earnings even for Padma Shetu (Bridge), but the burden of tax should not be too heavy • More cordial partnership should be built up between the Government agencies and the Private Sector for faster economic growth and that is also for effective implementation of NIS 	Mr. M.A. Motaleb Director, Chittagong Chamber of Commerce and Industries
4.	<ul style="list-style-type: none"> • Large scale trade of bribery exists in this country, but the volume of money earned in illegal means does not exist in the country • Being shocked by the terrible experience of the regime of 2007-2008, nobody now is interested to keep money in the country • Huge quantity of electricity is consumed in "Re-rolling" mills-where huge corruption also takes place through "Power Stealing", but most of the mills owners pay the bills properly • Too much VAT unusually increases unit price of the product • No under-invoicing/money-laundering occur in re-rolling sector 	Mr. Sk Masadul Alam, Chairman, Bangladesh Auto Re-Rolling and Steel Mills Owners Association, Dhaka.
5.	<ul style="list-style-type: none"> • As implementation of some core activities of NIS under given Action Plans need adequate resources, the Finance Division should be included as "Responsible" or "Support Organization" • In the context of corruption prevention, NIS has mentioned about Right to Information Act, Protection of Consumers Rights Act and Competition Act only- the Whistle Blowers (Protection) Act should have also been included • Alternative Dispute Resolving (ADR) System should be encouraged by NBR for settling the business disputes -ADR is the best tool as it enjoys good trust of all disputing parties • Good that the VAT law has already been amended (2012) and amendment of the Customs Act is under process • Necessity to enforce the Bankruptcy Act can be reduced if the banks and financial institutions maintain integrity in the whole chain of loan 	Mr. Humayun Kabir Chartered Accountant Dhaka

	<p>sanction to disbursement and keeps rigid monitoring</p> <ul style="list-style-type: none"> • More important is to bring integrity in the work process than to being concerned with personal corruptions • The Ministry of Foreign Affairs should also be involved under purview of Competition Law and NIS for securing diplomatic support in cases of under or over invoicing and trends of "dumping" and exporting very low quality and/or unusually low priced products to Bangladesh by few countries 	
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06. Remarks by the Special Guests

The three Special Guests put up their remarks as summarized below-

6.1. The Chief Representative, JICA Bangladesh Office

- JICA considers NIS as a comprehensive Strategic document aiming at corruption prevention and promotion of integrity in the state and the society as a whole
- Virtually since adoption in 2012 JICA supports NIS and helps implementing NIS Support Project
- The Project is devoted to establishing a framework for effective implementation of NIS
- Good to note that the GoB has prioritized NIS in the Seventh Five Year Plan
- The foundational works so far done include awareness raising among IFPs, formulation of NIS Work Plan by Ministries/Divisions/select institutions, NIS Road Map/Monitoring Guidelines, etc.
- NIS Work Plan of IRD reveals good initiatives for updating Acts/Rules/Regulations regarding Income Tax/ VAT, online GRS and One-Stop-Desk for NBR aligned with NIS
- Bangladesh keeps up steady and solid socio-economic growth during preceding decade- now raised to a lower-middle-income country mostly to credit of private sector
- For further rapid advancement, Bangladesh needs to achieve GDP growth above 8% and increase FDI and private sector investment to raise its existing level of 22% of GDP
- State commitment for predictability, transparency, accountability and integrity and trust in governance can attract long-term investments
- To promote integrity in society joint efforts by private sector is much needed
- Expecting to witness more transformational outcome in implementation of NIS through more joint ventures by Cabinet Division, NBR & private sector
- JICA is very keen to see continued and harmonious development of Bangladesh prosperous enough to become a real “Sonar Bangla.”
- May thanks for all

6.2. The President, FBCCI

- Prospective revenue worth about TK 3.2 billion lies blocked owing to pending litigations.
- Nearly TK 5.2 billion is lying with banking sector as default loans.
- The total volume of default loans in State owned banks amounts to 20% to 25% of the total disbursement of loans
- No positive outcome can be expected from NIS until the cancerous problems as noted above are properly addressed and remedied
- 'Honesty' should be ensured in both public and private sectors as segments of people from both sectors are often found involved in corrupt practices by forging unholy alliance
- False declarations in imports and exports and money laundering are used as good techniques in smuggling money abroad.
- In unearthing few incidents of Gold-smuggling, the Chairman, NBR, can smile, but the President, FBCCI, cannot, as the masterminds/real culprits safely remain off the screen
- With illegal imports of cows from India, State sponsorship is discernibly involved
- The Government agencies know the YABA factories located along the borderline of Myanmar- why there is no Bangladesh-Myanmar bilateral dialogues to address the issue?
- Quite often consignments of YABA are detected in parts of Bangladesh- why our BGB cannot prevent the illegal infiltrations ?
- Good that the Chairman, NBR has declared "Zero Tolerance" against tax evasion and non-compliance- rampant abuses of Bonded Warehouse facilities should not be tolerated
- Many positive changes will take place if the Government agencies can go for simplification of the existing processes and systems
- 480 line Associations and different Chambers may be actively involved with NIS
- Online VAT system introduced/applied by NBR without providing the members of the target group any opportunities to learn about it
- The online VAT machine is too expensive for the small businessmen to procure- NBR may consider providing them such machines free of cost- VAT should not exceed 7%
- If we really want to materialize Vision-2021 and Vision 2041, mind-set of the business people as well as that of Government servants must also be changed
- TRUST-important element to build solid partnership between Govt. and Private Sector

- Thanks for all for listening and attention.

6.3. The Cabinet Secretary

- Fully agreed with the comments and opinions as given out by the President of FBCCI
- Integrity is rightly epitomized as Accountability + Competence - Corruption= Integrity
- The good practice video exemplifies how potential corruptions can be averted by digital technology e.g. auto-toll collection system of Bangabandhu Bridge
- Good laws cannot yield good results if not properly and fairly enforced
- If mind-set is not changed positively, good system will not work properly
- True that many organizations/agencies are still there whom we could not yet reach with the message of NIS- will try out to reach them as more as possible to disseminate NIS
- We prefer to go jointly with the Private Sector with hands on hands- not with hands in gloves as rightly pointed out by the Chairman, NBR
- Thanks for all and JICA for their continued support.

07. Remarks by the Chief Guest

Mr. M A Mannan, MP, Hon'ble State Minister for Finance and Planning, in his speech focuses the following points -

- In view of thematic nature (ethical values), this Seminar stands apart as an exceptional event
- 30 to 40 years before we could not think about any opportunity for such open-heart discussions
- During regime of Pakistan a wide dichotomy persisted between those engaged in trade/business and those in governance of the State
- As public servants we were heartlessly tied up with the system-could do almost nothing otherwise
- Now the Government is more concerned with commitments and accountability to citizens
- Government working for narrowing down the rural and urban gap, poverty alleviation, etc.
- Government insists on and encourages participatory process in planning and implementation- as we are doing now for NIS
- We prefer to make use of what is home grown- natural flowers are more beautiful and precious
- Creating conducive and friendly environment, discovering or importing new technology and putting to appropriate use, are important factors to promote NIS
- Cabinet Division can work more to involve private sector to share on issues of public concerns
- Changing mind-set and attitude take longer time, but right application of laws/ rules and technology can reduce corruption

- Laws should be enforced dispassionately- even if it affects the interests of the enforcers' relatives
- We have got too many laws- now is the time to weed out the redundant and unnecessary laws
- Our domestic investors may go right way for investing abroad also
- To promote Integrity we need to build up the critical mass of young generation who are intelligent, talented and upfront to grow with and brave any challenges of Integrity
- Thanks for all- special thanks for JICA

08. Concluding Remarks by Chairperson

The Chairperson wraps up the proceedings of the Seminar with following remarks-

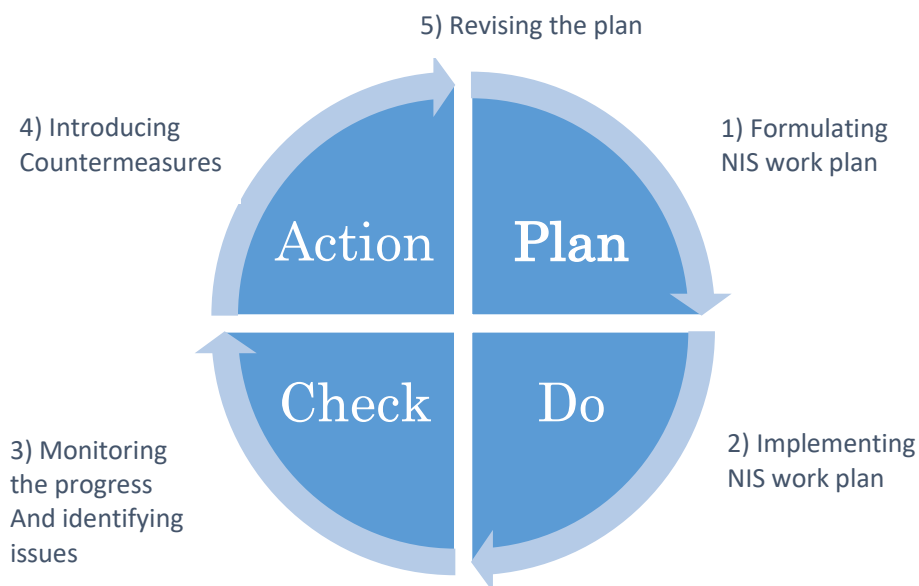
- Have had fantastic exchange of views and experiences through this Seminar
- No good to confine such useful event within Dhaka- we may take it across the country
- NBR expects proper tax compliance from business community as leading contributor
- Best and highest tax payers are rewarded by NBR
- We have in front a long way to go all together
- We need to be imbued with love and dedication for own motherland ("Shodeshprem")
- The journey of NIS has set in and we must ensure that it must keep going
- Again sincerely hope, the relations between public and private sectors will grow sweeter than honey-deeper than ocean
- Thanks for all -the Hon'ble Chief Guest, the Special Guests, the business leaders, the former Cabinet Secretary (Mr. Majumder), Member, NBR(Barrister Jahangir), all participants, officials of NBR/Cabinet Division who worked hard for this Seminar and JICA for tremendous support.

Guideline on monitoring of the NIS work-plan implementation

1. Introduction

Ethics Committees have been constituted in every ministry/division and selected institutions in accordance with the implementation plans of the NIS. Ethics Committees are assigned with the responsibilities of implementing the recommendations and action-plans of the NIS and thereby promote integrity and good governance in their respective ministry/division and institutions. One of the members of Ethics Committee is appointed as Integrity Focal Point to coordinate the NIS-related matters at his/her organization.

As Standard Operational Procedures (SOPs) of Ethics Committee, formulated by Cabinet Division in January 2015 indicates, an implementation cycle of NIS is expected to be established: consisting of the steps such as: adequate planning, proper implementation of the plan, regular monitoring of the progress, effective countermeasures to the issues identified by monitoring, and revision of the plan.



Monitoring may be conducted at different levels by different authorities such as: Ethics Committee, National Integrity Implementation Unit (NIIU) and the National Integrity Advisory Council (NIAC) and its Executive Committee (ECNIAC) etc. This paper explains how monitoring

of NIS work plan should be conducted effectively by Ethics Committee.

2. Monitoring Framework

(1) Purpose of monitoring

The aim of monitoring is to help proper implementation of the NIS work plan at ministry/division and selected institutions. It is noted that proper implementation of the NIS work plan is a mandatory activity for all ministries/divisions in Annual Performance Agreement. Monitoring of the progress of the NIS work plans is indispensable to check the achievement of Annual Performance Agreement.

(2) Target of monitoring

Monitoring is conducted to measure progress of activities listed in the NIS work plan. A gap between plan and actual progress needs to be checked.

(3) Who is going to do

In general, monitoring is to be done by implementers themselves, while evaluation is often conducted by the third party. For monitoring on NIS work plan, Integrity Focal Point is supposed to play a substantial role. Integrity Focal Point gathers information from the implementers of activities listed in NIS work plan and check the progress of their activities. Integrity Focal Point fills out the monitoring sheet designed by NIIU. Then, s(he) submits the monitoring sheet to Ethics Committee.

Ethics Committee checks the progress and discusses countermeasures if there are factors obstructive to a plan. Then, the Committee announces a necessary instruction to implement the countermeasures.

NIIU gathers monitoring results from ministries, divisions, and selected institutions and checked the overall progress of NIS. The overall progress of NIS will be submitted to ECNIAC. Details are explained below.

(4) Timing of monitoring

Every three month. For the present NIS work plan Jan 2015 – Jun 2016, monitoring is going to be conducted in September and December 2015, March and June 2016.

(5) How

Gather information of progress on the NIS activities and fill out the template attached.

3. Flow of Activities

Detailed monitoring activities are shown as follows.

Preparation

Before conducting monitoring, Integrity Focal Points need to conduct the following activities:

1) Revise the NIS work plan

NIS work plans of some ministries/divisions miss the NIS actions that they are responsible for. Integrity Focal Points need to look at the NIS document and check whether there is any missing action which their institutions are responsible for. For instance, the document shows that the Ministry of Public Affairs is responsible for nine actions, while Anti-Corruption Committee for eight. All these actions should be included in their NIS work plans.

2) Get NIS work plan approved by Ethics Committee

Integrity Focal Point approaches Ethics Committee for its approval on NIS work plan, in case the plan is not approved yet.

3) Disseminate the work plan among stakeholders and concerned officials

Integrity Focal Point, on behalf of Ethics Committee, disseminates the work plan among concerned officials and stakeholders and explain the contents of the plan. While doing that, Integrity Focal Point distributes responsibilities of implementation by referring to the work plan.

Receive the monitoring format

The NIIU develops and disseminates the monitoring format, as the attachment of the letter, which explains the purpose of monitoring and indicates the deadline of submission.

Get the monitoring framework approved by Ethics Committee

Integrity Focal Point develops the monitoring framework that explains who conducts monitoring, when, and how. The framework needs to be approved by Ethics Committee, to make monitoring works be implemented smoothly.

Gather necessary information

Integrity Focal Point identifies necessary information to complete the monitoring format and requests the relevant departments to submit necessary information.

Compile the information and fill out the monitoring format

Integrity Focal Point compiles the information gathered and fills out the monitoring format.

HOW TO FILL OUT THE MONITORING SHEET

<Preparation>

Step 1: Copy and paste “Activities”, “Unit/Person in charge”, “Baseline No., Target No., Unit” from the NIS Work Plan

Step 2: Set milestones of each target as of September, December 2015, March, June 2016. These milestones indicate the progress of activities from the baseline.

<Follow up>

Step 3: Fill out actual achievement as of September, December 2015, March, June 2016. Gap between plan and actual will be clearly shown.

Submit the monitoring format to Ethics Committee

Integrity Focal Point organises Ethics Committee on regular basis. Integrity Focal Point submits the monitoring sheet to Ethics Committee and explains the progress of NIS work plan in the meeting.

Tips: Concerned officers can be invited to explain the progress.

Monitoring by Ethics Committee

The Ethics Committee members check the gap between the plan and actual progress and discuss the progress and failures. The members analyse what makes the progress and failures and consider necessary countermeasures to cover each gap. Ethics Committee announces a necessary instruction to implement the countermeasures.

Tips: NIS implementation progress and the monitoring results can be also discussed in the monthly coordination meeting. This is a good initiative to make the decision makers of institutions understand NIS progress.

Submit the monitoring sheet/format to NIU

Integrity Focal Point submits the monitoring sheet authorized by Ethics Committee to the NIU every three month. Please note that supporting documents such as report, letter, statement, report, photo, video, need to be preserved and submitted together with the monitoring sheet.

Disseminate the monitoring results

Integrity Focal Point disseminates the monitoring results in his/her organisation and uploads the results to the website. Besides the monitoring results, good practices of his (her)

institution should be uploaded, while reporting them to the NIIU.

Tips: Organizing a seminar, workshop or special meeting on critical issues can be an effective tool to promote necessary countermeasures.

Share experiences at Focal Point Workshop

NIIU calls for Focal Point Workshop every three month to share experiences among Integrity Focal Points and discuss common issues regarding the NIS work plan implementation. Integrity Focal Point is expected to be take necessary actions to improve the NIS work plan implementation by looking back on the discussion at Focal Point Workshop.

Monitor the whole progress of NIS implementation

NIIU compiles the monitoring sheets/formats and confirms the whole progress of NIS implementation.

Report to Executive Committee for National Integrity Advisory Council

NIIU submits the monitoring results to ECNIAC periodically.

Monitoring Sheet (Template)

Ministry A

NIS Work Plan

NIS Monitoring Sheet

Approved by
Date

Activities	Unit/Person in charge	Time frame	Planning for July 2016 – Jun 2017			Progress Monitoring				Remark	
			Baseline No. (as of June 2016)	Target No.	Unit	1st Quarter Jul-Sep '16	2nd Quarter Oct-Dec	3rd Quarter Jan-Mar, '17	4th Quarter Apr-Jun		
1. Institutional Arrangement											
(1) Hold Ethics Committee Meeting		June, 2017	N/A	4	time/year	Plan Actual	1 1	1 1	1 1	1 1	
(2) Form Ethics Committee in subordinate offices, including field administration		June, 2017	10	80	% of all subordinate offices	Plan Actual	20 20	20 20	20 20	10 10	
(3) Hold stakeholder meeting outside ministry/ division		June, 2017	1	4	time	Plan Actual	1 1	1 1	1 1		
2. Awareness raising											
(1) Hold awareness meeting within ministry/ division		Dec, 2016	5	10	Number of meeting	Plan Actual	2 1	1 1	1 1	1 1	
(2) Hold awareness meeting in subordinate organization		June, 2017	0	20	Number of meeting	Plan Actual		5 7	7 8	8 8	
3. Reforms of Rules and Regulations/Ordinances											
Name(s) of rules and regulations/ ordinances to be reformed											
1)		Dec, 2016	N/A	1	N/A	Plan Actual		1 1			
2)		Dec, 2017	N/A	1	N/A	Plan Actual		1 1			
3)		Mar, 2017	N/A	1	N/A	Plan Actual			1 1		
4)		June, 2017	N/A	1	N/A	Plan Actual				1 1	
4. Rewards for officers											
Provision of integrity award for good practices including subordinate organizations		June, 2017	N/A	5	Number of staff awarded	Plan Actual				5 5	
5. E-government											
(1) Online response system (issues disposed by using e-mail, SNS)		June, 2017	1	4	Number of channel	Plan Actual	1 1	1 1	1 1		
(2) Video conference		June, 2017	N/A	2	Number of conference	Plan Actual					
(2-1) Ministry/ Division		June, 2017	N/A	2	Number of conference	Plan Actual					
(2-2) Subordinate organization		June, 2017	N/A	1	Total number of conference in subordinate	Plan Actual					
(3) E-tender		June, 2017	1	3	Number of e-tender	Plan Actual		1 1		1 1	
(4) Service through online		June, 2017	2	5	Number of service	Plan Actual		1 1	1 1	1 1	
(5) Innovative initiatives											
(5-1) Ministry/ Division		June, 2017	5	10	Number of initiatives implemented	Plan Actual	1 1	1 1	1 1	2 2	Please specify the name of initiatives planned.
(5-2) Subordinate organization		June, 2017	5	50	Number of initiatives implemented	Plan Actual	10 10	10 10	10 10	15 15	
6. Ministry/Division's activity by following the NIS document											
(1)		June, 2017				Plan Actual					
(2)		June, 2017				Plan Actual					
(3)		June, 2017				Plan Actual					
(4)		June, 2017				Plan Actual					
7. Ministry/Division's other initiatives towards integrity											
(1)		June, 2017				Plan Actual					
(2)		June, 2017				Plan Actual					
(3)		June, 2017				Plan Actual					
(4)		June, 2017				Plan Actual					
8. Budget allocation											
Budget amount secured for the NIS implementation		July, 2015	N/A	120	Taka	Plan Actual	20 20	30 30	30 30	40 40	
9. Monitoring											
(1) Formulate a monitoring report		Quarterly	N/A	4	time	Plan Actual	1 1	1 1	1 1	1 1	
(2) Submit the report to NIU		Quarterly	N/A	4	time	Plan Actual	1 1	2 2	3 3	4 4	

Strategic Management plan focusing on Governance

MD.ATAUL HAQUE
JOINT SECRETARY & PD, FSCD
MINISTRY OF HOME AFFAIRS

Background (SMP)

- Strategy: derived from military (overall objective of winning a war)
- Tactics: aim of winning particular battle
- Strategic planning: Business world 1960s (everything was done by owners);
- Corporate strategic planning in 1970s (were more concerned with higher levels of organizations and in allocating responsibility);
- Strategic management plan in 1980s (more comprehensive integrating planning with all parts of an organization);

Strategic Management plan

- Depiction of the organization's historical context in terms of trends in its environment , its overall directions and it's ideals;
- Assessment of the immediate situation in terms of current strengths and weakness and future opportunity and threat;
- Development of an agenda of current strategic issues to be managed;
- Designing of strategic options in terms of stakeholders affected and resources required ;
- Implementation of priority strategies by mobilizing resources and managing stakeholders ;

Trait: Strategic planning

- Vision : a clear definition of expected business scope, product, markets and expectations over a period of time;
- Environmental scan: Stake holder analysis, detailed assessment of the organization's internal strengths, weaknesses and threats(SWOT);
- Objectives; more specific aims resulting from the vision mission and environmental scan;

vision statement

- Specify a general direction for the institution towards better future;
- What institution hopes to accomplish in response to the support and expectation of the society;
- Providing a realistic sense of possible and in setting out what others don't see as feasible;

Cont...

- A vision should convey a standard of excellence that others will emulate;
- Vision statement must connote the quality of something very special , worth striving for an image of intent;
- Symbolizes values of institution;
- Should motivate others to work together for the collective good of the institution;

Environmental scan(stakeholder analysis)

- To identify and assess the importance of key people, groups or institutions that may significantly influence negatively or positively on the success of your activity or project ;
- Anticipate the kind of influence (negative or positive);
- Develop strategies to get the most effective support possible for initiative and reduce any obstacles to successful implementation of the programme;

Stakeholder analysis

Stake holders	Interest		Influence	
	Today	5 years	Today	5 years
X	L		H	
Y	H			M
Z	L		L	

SWOT analysis

Strength

- Specialist expertise;
- A new innovative service;
- Location of business;
- Quality processes and procedure;
- Any other aspect that adds value to service;

Weakness

- Lack of expertise
- Undifferentiated product and service(competition)
- Location of business;
- Poor quality services;
- Damaged reputation;

Opportunity

- Increase market share through ineffective competitive;
- Mergers, acquisitions, joint ventures or strategic alliance;
- Moving into new market segments that offer improved profits;
- A new international market;

Threat

- New competitor in home market;
- Price war with competitors;
- Marketing of New and innovative service of the competitors;
- Superior access to channels of distribution of competitors;
- Introduction of new taxes or levy's

PEST analysis

- P: political factors (law & order, political stability, tax policies, discontinuity of Govt. policy);
- E: economic factors(interest rates, inflation level, employment level per capita, GDP growth rates);
- S: sociocultural factors(dominant religion, customers attitude on foreign product or services, leisure time of the consumers, peoples perception on green issues);
- T : technological factors(access to new technology, e- business);

Action plan

Skeleton: Strategic Management Plan related to NIS

Environmental scanning Stakeholder analysis (partners, supporters, beneficiary) & SWOT analysis

Skeleton

- Background of the organization
- Vision
- Challenges (focusing on service delivery)
- Goal setting (governance issues)
- Specific Recommendations(short term, midterm & long term)
- Action plan

Challenges

- Citizen charters;
- E- governance;
- Individual code of conduct;
- Family code of conduct;
- Monitoring mechanism;

Action plan

Sl#	Activities	Key performance Indicators	Term	Assigned body	Associate
1.	Preparation of civil service act	Civil service act prepared	Mid term	MOPA	M/O, Law & parliamentary affairs

Thank you
very much
for
your kind
patience

PUBLIC RELATIONS STRATEGY FOR NATIONAL INTEGRITY STRATEGY

M. KAISARUL ISLAM

JOINT SECRETARY, GOVT. OF BANGLADESH

MARI ONO

JICA EXPERT, NIS SUPPORT PROJECT



OUTLINE OF PRESENTATION

- EVOLUTION AND IMPORTANCE OF PUBLIC RELATIONS
- FINDINGS FROM THE NIS BASELINE SURVEY AND INDICATIONS FOR THE PUBLIC RELATIONS STRATEGY
- SHARING OF DRAFT PUBLIC RELATIONS STRATEGY FOR NIS
- RECOMMENDATIONS

PUBLIC RELATIONS

- PUBLIC RELATIONS (PR) IS THE PRACTICE OF MANAGING THE SPREAD OF INFORMATION BETWEEN AN INDIVIDUAL OR AN ORGANIZATION (SUCH AS A BUSINESS, GOVERNMENT AGENCY, OR A NONPROFIT ORGANIZATION) AND THE PUBLIC.
- PUBLIC RELATIONS MAY INCLUDE AN ORGANIZATION OR INDIVIDUAL GAINING EXPOSURE TO THEIR AUDIENCES USING TOPICS OF PUBLIC INTEREST AND NEWS ITEMS THAT DO NOT REQUIRE DIRECT PAYMENT. THIS DIFFERENTIATES IT FROM ADVERTISING AS A FORM OF MARKETING COMMUNICATIONS.
- THE AIM OF PUBLIC RELATIONS IS TO INFORM THE PUBLIC, PROSPECTIVE CUSTOMERS, INVESTORS, PARTNERS, EMPLOYEES, AND OTHER STAKEHOLDERS AND ULTIMATELY PERSUADE THEM MAINTAIN A CERTAIN VIEW ABOUT THE ORGANIZATION, ITS LEADERSHIP, PRODUCTS, OR OF POLITICAL DECISIONS.

EVOLUTION OF PR

- PUBLICITY BUREAU IN 1900 TO BE THE FOUNDING OF THE PUBLIC RELATIONS PROFESSION
- BASIL CLARK IS CONSIDERED THE FOUNDER OF PUBLIC RELATIONS IN THE UNITED KINGDOM FOR HIS ESTABLISHMENT OF EDITORIAL SERVICES IN 1924
- PROPAGANDA WAS USED BY THE UNITED STATES, THE UNITED KINGDOM, GERMANY AND OTHERS TO RALLY FOR DOMESTIC SUPPORT AND DEMONIZE ENEMIES DURING THE WORLD WARS
- MOST HISTORIANS BELIEVE PUBLIC RELATIONS BECAME ESTABLISHED FIRST IN THE US BY IVY LEE OR EDWARD BERNAYS, THEN SPREAD INTERNATIONALLY
- AMERICAN COMPANIES WITH PR DEPARTMENTS SPREAD THE PRACTICE TO EUROPE WHEN THEY CREATED EUROPEAN SUBSIDIARIES AS A RESULT OF THE MARSHALL PLAN.
- THE SECOND HALF OF THE 1900S IS CONSIDERED THE PROFESSIONAL DEVELOPMENT BUILDING ERA OF PUBLIC RELATIONS. TRADE ASSOCIATIONS, PR NEWS MAGAZINES, INTERNATIONAL PR AGENCIES, AND ACADEMIC PRINCIPLES FOR THE PROFESSION WERE ESTABLISHED. IN THE EARLY 2000S, PRESS RELEASE SERVICES BEGAN OFFERING SOCIAL MEDIA PRESS RELEASES.
- THE CLUETRAIN MANIFESTO, WHICH PREDICTED THE IMPACT OF SOCIAL MEDIA IN 1999, WAS CONTROVERSIAL IN ITS TIME, BUT BY 2006, THE EFFECT OF SOCIAL MEDIA AND NEW INTERNET TECHNOLOGIES BECAME BROADLY ACCEPTED.

IMPORTANCE OF PUBLIC RELATIONS

- PR TO OUTREACH PROGRAMS
- PR IS VITAL ABOUT BUILDING RELATIONSHIPS TO ADVANCE, PROMOTE, AND BENEFIT THE REPUTATION OF INDIVIDUAL, ANY DEPARTMENT AND INSTITUTION
- PR IS ABOUT COMMUNICATING MESSAGE TO GAIN ALLIES, ADVOCATES, SUPPORTERS, ETC. IN THE COMMUNITY AND THE INSTITUTION
- DEMONSTRATES TO FUNDING AGENCIES THAT YOU ARE MAKING A DIFFERENCE AND ACTUALLY HAVE RESULTS
- CAN IMPROVE THE REPUTATION OF AN INDIVIDUAL DEPARTMENT/INSTITUTIONS
- CAN LEAD TO STRONG COMMUNITY AND INDUSTRIAL PARTNERSHIPS, AND EVEN FINANCIAL SUPPORT
- "DOING OUTREACH" ITSELF IS PR:
 - SPECIAL EVENTS/SPECIAL PROMOTIONS
 - PUBLIC AFFAIRS
 - INTERNAL RELATIONS/COMMUNITY RELATIONS
 - HIGH TECH PR: BLOGGING, SOCIAL NETWORKING

PURPOSES OF THE GOVERNMENT PR

- TO ACCOMPLISH THE MISSION AND GOAL OF THE AGENCIES/INSTITUTIONS
- "WHAT DOES YOUR CITIZENS CHARTER SAY?"
- TO INCREASE PUBLIC SUPPORT
 - TO FULFIL DEMOCRATIC RESPONSIBILITY (TRANSPARENCY, RIGHTS TO INFORMATION).

TO FULFILL THE PURPOSES, IT IS IMPORTANT TO UNDERSTAND THE KNOWLEDGE AND NEEDS OF THE TARGET AUDIENCE AND THE STAKEHOLDERS OF THE GOVERNMENT PR.

ABOUT NIS BASELINE SURVEY

- NIS BASELINE SURVEY WAS CONDUCTED IN DECEMBER 2014
 - TO GAIN AN INSIGHT INTO THE PERCEPTION OF NIS
 - OTHER RELATED ISSUES AMONG THE NIS STAKEHOLDERS
- TARGETED TO
 - GOVERNMENT OFFICIALS
 - GENERAL PUBLIC
 - USING TWO DIFFERENT QUESTIONNAIRES
- AS FOR GOVERNMENT OFFICIALS, 119 DEPUTY SECRETARIES AND JOINT SECRETARIES FROM 59 NIS STAKEHOLDERS ORGANIZATION WERE INTERVIEWED
- AS FOR GENERAL PUBLIC, 400 RESPONDENTS WERE RANDOMLY SELECTED IN THE URBAN AND RURAL AREAS IN DHAKA AND RAJSHAHI DIVISION AND INTERVIEWED

SOME MAJOR FINDINGS FROM THE SURVEY

(GOVERNMENT OFFICIALS)

- 97.35% OF THE GOVERNMENT OFFICIALS ANSWERED THEY KNEW ABOUT NIS
- 72.73% SAID THAT THEY HAD READ THE NIS
- 27.27% SAID THAT THEY DID NOT KNOW NIS-RELATED ACTIVITIES IN THEIR MINISTRY/DIVISION/ORGANIZATION

(GENERAL PUBLIC)

- 42.75% OF THE RESPONDENTS HAVE GRADUATION AND ABOVE DEGREES
- 95% SAID THEY ARE NOT AWARE OF NIS.
- 56.25% SAID PUBLIC SERVICE PROVIDERS IGNORE PUBLIC INTEREST
- 23.50% RATED THEIR TRUST IN THE EXECUTIVE ORGAN AND PUBLIC ADMINISTRATION AS HIGH

INDICATIONS FOR THE PUBLIC RELATIONS STRATEGY FOR NIS

- MORE OR ALL THE GOVERNMENTAL OFFICIALS NEED TO KNOW WHAT THEY (THEIR MINISTRIES, DEPARTMENTS, AGENCIES) ARE EXPECTED TO DO FOR NIS
- THE FINDINGS INDICATE THE IMPORTANCE OF CHANGING PUBLIC PERCEPTION BY SELLING THE IMAGES (FACTS) OF
 - “GOVERNMENT AGENCIES/OFFICERS ARE TAKING ACTIONS TO IMPROVE PUBLIC SERVICE AND GOVERNANCE THROUGH NIS”

PUBLIC RELATIONS STRATEGY FOR NIS

THE PUBLIC RELATIONS STRATEGY TO INCREASE AWARENESS AND UNDERSTANDING ABOUT NIS (WORKING DRAFT)

GOAL:

THE NATION OF BANGLADESH GAINS MOMENTUM TO REALIZE NATIONAL INTEGRITY STRATEGY AND WORK TOWARD A HAPPY AND PROSPEROUS GOLDEN BENGAL

PUBLIC RELATIONS STRATEGY FOR NIS (COMMUNICATION OBJECTIVES)

COMMUNICATION OBJECTIVES ARE SET IN 3 SEQUENTIAL PHASES:

OBJECTIVE 1: INCREASE AWARENESS AND UNDERSTANDING OF GOVERNMENT OFFICERS ON THEIR NIS RESPONSIBILITIES AND OVERALL PICTURE OF NIS

OBJECTIVE 2: INCREASE PUBLIC AWARENESS OF NIS INITIATIVES BY GOVERNMENTAL OFFICERS

OBJECTIVE 3: INCREASE PUBLIC AWARENESS AND UNDERSTANDING OF THE ROLES AND RESPONSIBILITIES OF THE PUBLIC (NON-STATE INSTITUTIONS AND ORGANIZATION) FOR REALIZING NIS AND PROMOTE VALUES OF INTEGRITY IN THE SOCIETY

- *INITIAL EMPHASIS SHOULD BE PLACED RATHER ON 1 AND 2*

PUBLIC RELATIONS STRATEGY FOR NIS (POSITIONING)

- GOVERNMENT AGENCIES SHOULD TAKE THE LEAD IN PUTTING THE NIS INTO PRACTICE.
- NON-STATE INSTITUTIONS ARE ALL PART OF NIS, BUT GOVERNMENT AGENCIES AND OFFICERS NEED TO TAKE AN INITIATIVE TO AVOID DISCOURAGEMENT OR CYNICISM OF THE PUBLIC.
- IT IS IMPORTANT FOR ALL THE GOVERNMENTAL OFFICERS TO BE AWARE OF THEIR RESPONSIBILITY OF NIS AND ITS IMPORTANCE, BEFORE PREACHING THE RESPONSIBILITY OF THE PUBLIC.
- GOVT. AGENCIES SHOULD SERVE AS GOOD ROLE MODELS FOR REALIZING NIS
- NON-STATE INSTITUTIONS CAN BE APPROACHED IN SUCH A WAY
 - “WE GOVERNMENT AGENCIES STARTED TO FULFIL OUR RESPONSIBILITY OF NIS. PLEASE JOIN US WITH SUCH EFFORTS AS YOU HAVE A BIG ROLE TO PLAY”.

KEY ACTIVITIES FOR OBJECTIVE -1 (TARGETING GOVERNMENT OFFICERS)

- 1. NIS TRAINING (BEING HELD NOW)**
- 2. NIS AWARENESS MEETINGS AT MINISTRY, THEIR SUBORDINATE DEPARTMENTS, DISTRICT AND SUB-DISTRICT LEVELS, EMPHASIZING SPECIFIC ACTIONS AND RESPONSIBILITIES TO BE TAKEN AT THEIR LEVEL**
- 3. ONLINE INFORMATION SHARING THROUGH WEBSITES**
FEW MINISTRIES HAVE NIS PAGE IN THE WEBSITES, BUT MINISTRIES' NIS INITIATIVES, PROGRESS AND ACHIEVEMENT ARE NOT SHARED
- 4. INFORMATION SHARING THROUGH NIS CALENDAR**
COLLECTION OF INFORMATION AND PHOTOS OF ACTIONS TAKEN FOR REALIZING NIS CAN BE PUBLISHED AS CALENDAR FOR INFORMATION SHARING

KEY ACTIVITIES FOR OBJECTIVE- 2 (TARGETING PUBLIC)

- 1. DISSEMINATION OF GOVERNMENTAL NIS INITIATIVES THROUGH PRESS/MEDIA COVERAGE**
 - WRITE PRESS RELEASE AND INVITE PRESS TO KEY NIS FUNCTIONS
 - ORGANIZE PRESS BRIEFING ON KEY NIS INITIATIVES SUCH AS PILOT PROGRAM ON E-GOVERNANCE, GRS, ETC.
- 2. DISSEMINATION OF GOVERNMENTAL NIS INITIATIVES THROUGH WEBSITES**
- 3. DISSEMINATION OF GOVERNMENTAL NIS INITIATIVES THROUGH SEMINARS**
 - CABINET DIVISION AND MINISTRIES COLLECT PROGRESS AND GOOD PRACTICES OF NIS INITIATIVES
 - ORGANIZE SEMINARS FOR DEPUTY COMMISSIONERS, MEDIA, EDUCATIONAL INSTITUTIONS, AND NGOS, AND PRIVATE SECTORS AND DISSEMINATE GOVERNMENTAL NIS INITIATIVES

KEY ACTIVITIES FOR OBJECTIVE -3 (TARGETING PUBLIC)

- 1. DISSEMINATION OF NIS RESPONSIBILITIES OF THE PUBLIC (AND NON-STATE INSTITUTIONS) THROUGH SEMINARS**
- 2. PUBLIC CAMPAIGN**
 - CABINET DIVISION AND MINISTRY OF INFORMATION LAUNCH A PUBLIC CAMPAIGN USING MASS MEDIA TO PREACH THE ROLE OF THE PUBLIC FOR REALIZING NIS THROUGH THE VOICE OF PRIME MINISTER AND THE PRESIDENT
 - SUPPORT BY TV TO PRODUCE AND BROADCAST NIS RELATED DOCUMENTARIES AND TV PROGRAM WHICH TOUCH ON MORAL VALUES AND ROLE MODELS
 - ORGANIZE DOCUMENTARY FILM SHOWS, STREET DRAMA/SHOWS, ETC.
- 3. SCHOOL EDUCATION**
 - MINISTRY OF EDUCATION INCORPORATE CURRICULA ON ETHICS AND MORALITY IN THE SYLLABUS OF PRIMARY AND HIGH SCHOOL LEVEL
 - ORGANIZE DEBATES AND ESSAY WRITING REGARDING NIS

CAPACITY DEVELOPMENT AND SYSTEM RE-ENGINEERING

- COMMUNICATIONS POLICY FORMULATION
- COMMUNICATION HANDBOOK
- PRIVATE SECTOR FORUM
- CIVIL SOCIETY FORUM
- DONOR FORUM
- COMMUNITY CONFERENCE
- MEDIA FORUM
- INTERNAL COMMUNICATION FOR A PRESS RELEASES, WEB PAGES ETC.

RECOMMENDATIONS TO THE PARTICIPANTS

- 1. WELCOME MORE INPUT FOR PUBLIC RELATIONS STRATEGY**
 - 2. INCLUDE KEY PUBLIC RELATIONS ACTIVITIES IN NIS WORK PLAN OF MINISTRY/DEPARTMENT/ORGANIZATION AND SECURE NECESSARY BUDGET**
 - 3. IMPLEMENT AND MONITOR ACTIVITIES ACCORDING TO WORK PLAN**
 - 4. MAKE YOUR OFFICERS READY TO SAY WITH THEIR PRIDE TO THE GENERAL PUBLIC**
- "WE GOVERNMENT AGENCIES STARTED TO FULFILL OUR RESPONSIBILITY OF NIS. PLEASE JOIN US WITH SUCH EFFORTS AS YOU HAVE A BIG ROLE TO PLAY".**

OTHER RELEVANT INTERVENTION

- MEDIA RELATIONS
- KNOW STAKEHOLDERS OR MARKET
- USE TECHNOLOGY
- MONITOR THE WEB
- SOCIAL AWARENESS

THANK YOU

Prevention of Corruption

Fazle Kabir
Former Secretary
Finance Division

Definition

Originated from Latin words '**COR**' (together) and '**RUPT**' (ruin) meaning 'destruction of common interest by certain vested interest'

'Misuse of public office, rules or resources for private benefit or gain-...material or otherwise' (OECD, 1996)

According to **Transparency International** corruption is **the behaviour of public officials-politicians or public servants, of improperly or unlawfully enriching themselves through misuse of public power** entrusted to them.

Dynamics of Corruption

$$C = M+D-A-S$$

C = Corruption
M = Monopoly
D = Discretion
A = Accountability
S = Public Sector Salaries

(Formula developed by South American Professor Robert Klitgaard in 1988)

$$C = M+D-A-S$$

- The extent of corruption depends on the amount of monopoly power and discretionary power that officials exercise and the degree to which they are held accountable for their actions. Least accountability and low salary structure ultimately help promote corruption

Causes of Social Corruption

- Cultural Phenomenon: social acceptance, passive tolerance, social injustice etc.
- Absence of Values and Ethics: integrity underrated
- Flawed Education System
- Family and clan-centred social structure
- Poverty and deprivation
- Inactive civil society
- Lack of Sensitization

Causes of Political Corruption

- Authoritative Exercise of Power
- *Clientelism* and rent-seeking
- Lack of Political space and debate
- Lack of political commitment
- Politicization of Public Offices
- 'Winner-take-it-all' mentality
- Lack of transparency and accountability

Causes of Administrative Corruption

- Monopoly and discretionary power
- Lack of transparency and accountability
- Organizational Secrecy
- Ineffective anti-corruption body
- Weakened civil service
- Political allegiance over meritocracy
- Politico-bureaucratic alliance

Prevention of Corruption

- Three major focus of anti-corruption strategies in Bangladesh:
 - Prevention
 - Enforcement
 - Public Awareness and Institution building

Prevention of Corruption Anti-corruption strategies aim to achieve:

- Comprehensive anti-corruption legislation
- Identification of areas of activity, which is most prone to corruption
- Prevention of conflicts of interest, and reinforcing the anti-corruption attitude and ethical behaviour of service providers
- Improvement of efficiency of investigating corruption offences
- Provision of a creative partnership between the govt. and civil society and professional groups

Measures taken

- **Preventive Measures:**
 - Enactment of preventive laws like *Prevention of Corruption Act, 1947; Anti-corruption Commission Act, 2004; Public Procurement Act, 2006 and Rules, 2008; Government Servants (conduct) Rules 1979; The Government Servants (Discipline and Appeal) Rules, 1985* etc.
- **Enforcement:**
 - Creation of independent *Anti-corruption Commission*
 - Strengthening of *Office of Comptroller and Auditor General* and *Central Procurement Technical Unit (CPTU)*

Role of Civil Society

- Civil Society Organizations (CSOs) can raise voice and awareness regarding prevention of corruption
- CSOs can work as watch-dog and monitor anti-corruption practices
- CSOs can help implement anti-corruption instruments and policies of the govt
- CSOs can provide data, information on corruption and organize debates on certain issues

Role of Business Sector

- Business (Private) sector can change political will and bring about changes in public sphere
- Business sector can foster ethical business and thus not becoming accomplice in corruption
- Private sector ethos like quick service to clients, value-for-money, transparency etc. may influence public sector organizations. For instance, South Korea and Singapore rely on consultation with representatives from the private sector or NGOs to learn about inefficient procedures and administrative weaknesses encountered by the public.

Role of Media

- Media works as citizen's mouthpiece. Therefore, it raises concern and voices over corruption
- Media helps CSO and Biz sector spread their messages and gather public support
- Investigative journalism reveals malpractices and creates pressure
- Media communicates people's rights, discloses information, works as watch-dog

Role of Media

- Media ensures accountability of politicians and public officials by exposing them to public
- Media provides political space for non-political parties and facilitates public debates on corruption issues
- Media may lead social movement against corruption with the help of CSOs and the business sector

Thank You

**Presentation on
Right to Information Act and Rules, 2009
Presented by
Nepal Chandra Sarker
Information Commissioner
Information Commission
Bangladesh**

**Preamble, Notification and Objectives of the
RTI Act, 2009**

Preamble:

- Freedom of thought, conscience and of speech is guaranteed in the Constitution under Art 39 as a fundamental right and Right to information is an inalienable part of it.
- Under Art. 7, since all powers of the Republic belong to the people, it is necessary to ensure right to information for empowerment of the people.

Notification:

- Act passed in the Parliament- 29th March, 2009
- Hon'ble President's assent- 5th April 2009.
- Gazette notification- 6th April, 2009.
- Formation of Information Commission- 1st July, 2009

Objectives of the Act:

- Empowerment of the people
- Ensuring free flow of information and people's right to information
- Ensuring transparency and accountability in all authorities
- Decreasing corruption in all authorities and
- Establishment of good governance

Article 7 of the Constitution

7. (1) All powers in the Republic belong to the people, and their exercise on behalf of the people shall be effected only under, and by the authority of, this Constitution.

(2) This Constitution is, as the solemn expression of the will of the people, the supreme law of the Republic, and if any other law is inconsistent with this Constitution that other law shall, to the extent of the inconsistency, be void.

Article 39 of the Constitution

39. (1) Freedom of thought and conscience is guaranteed.

(2) Subject to any reasonable restrictions imposed by law in the interests of the security of the State, friendly relations with foreign states, public order, decency or morality, or in relation to contempt of court, defamation or incitement to an offence—

- (a) the right of every citizen to freedom of speech and expression; and
 - (b) freedom of the press,
- are guaranteed.

**Universal Declaration of
Human Rights (UDHR)**

"Everyone has the right to freedom of opinion and expression; this right includes their freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers."

**Universal Declaration of
Human Rights**

Universal Declaration of Human Rights Gi 12
b^α^i Aby#Q# e^ˆw³MZ Z_ˆvw`i +MvcbxqZv
Ges e^ˆw³MZ m^α § vb eRvq ivLvi AwaKvi
msiwTIZ n#q#Q, hv wbgœifc :

"No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honor and reputation. Everyone has the right to the protection of the law against such interference or attacks."

The International Covenant on Civil and Political Rights (ICCPR)

Article 19:

- Everyone shall have the right to hold opinions without interference.
- Everyone shall have the right to freedom of opinion and expression; this right shall include freedom to seek, receive and impart information and ideas of all kinds, regardless of frontiers, either orally, in writing or in print, in the form of art, or through any other media of his choice.
- The exercise of the rights provided for in paragraph 2 of this article carries with it special duties and responsibilities. It may, therefore, be subject to certain restrictions, but these shall only be such as are provided by law and are necessary;
 - (a) For respect of the rights or reputations of others;
 - (b) For the protection of national security or of public order or of public health or morals.

Enactment and some important definitions

Section 1. Coming into force: All provisions of the Act have come into force since 20 October, 2008 except for Sections 8, 24, 25 which shall come into effect from 1 July 2009. This includes the sections on request for obtaining information (Sec.8), appeals mechanism (Sec.24) and complaints mechanism (Sec. 25).

Section 2. Definitions:

Authority-

- Any organization/institution constituted in accordance with the Constitution of People's Republic of Bangladesh;
- Any ministry, division or office constituted under the Rules of Business as given in Article 55(6) of the Constitution;
- Any statutory body or institution established by or under any Act;
- Any private organization or institution run on government funding or with help from the government exchequer;
- Any private organization or institution run on foreign funding;
- Any organization or institution that undertakes public functions in accordance with any contract made on behalf of the Government or made with any public organization or institution;
- Any other organization or institution as may be notified by the Government in the official gazette from time to time.

Section 2 (Cont'd)

Information Providing Unit:

- The head office, divisional office, regional office, district office or upazila office of any department, directorate or office attached to or under any ministry, division or office of the government;
- The head office, divisional office, regional office, district office or upazila office of any other authority as defined in the RTI Act, 2009.

Third Party:

- Third Party is any other party associated with the information sought, other than the petitioner applying for information or the authority providing the information.

Designated Officer:

- Any officer deputed to give information under this Act.

Information:

- According to the Act, information is in relation to an authority's constitution, structure and official activities and includes any: memo, book, design, map, contract, data, log book, order, notification, document, sample, letter, report, accounts statement, project proposal, photograph, audio, video, drawing, film, any instrument prepared through electronic process, machine readable documents and any other documentary material regardless of its physical form or characteristics.

Exception: Information does not include office note sheet or photocopies of note sheets.

Section 3. Act to override

- The provisions for providing information under any other existing law shall not be affected by the provisions of this Act.
- The provisions for creating impediment in providing information of those laws shall be superseded by the provisions of this Act if they become conflicting.

Section 5: Preservation of Information

Authority's Duties:

- 1) To maintain information in a catalogued and indexed form and preserve it in an appropriate manner;
- 2) Each authority shall computerize all information that can be computerized within a reasonable time limit and connect them through a country-wide network to facilitate access to information;
- 3) Each authority shall follow the guidelines and directives as given by the Information Commission for the maintenance and management of information;

Section 4: Right to Information

- **Every citizen has a right to information from the Authority and the Authority shall on demand from a citizen be bound to provide information.**

Section 6: Proactive Disclosure by Authorities

- Every authority shall publish and publicize all information in indexed manner which is easily accessible to the citizens regarding any decision taken, proceeding or activity executed or proposed.
- In disclosing information, concealment or limiting access to any information is not allowed.
- Each authority must publish a report each year which will contain the following information:
 - 1) Authority's organizational framework, functions and duties and responsibilities of its officers and employees and the description of decision-making processes;
 - 2) List of all laws, acts, ordinances, rules, regulations, notifications, directives, and manuals etc;
 - 3) Description of the terms and conditions under which any person can obtain from an authority, license, permit, grant, allocation, consent, approval.
 - 4) Description of all facilities in order to ensure the right to information of the citizens and the name, designation, address, and where applicable fax number and e-mail address of the Designated Officer.

Information Disclosure by Authorities: Section 6 (Cont'd)

- Important policy or decisions along with reasons and causes in support of these policies and decisions.
- Reports prepared by an Authority under this section shall be made available for public inspection free of charge and copies kept for sale at a nominal price;
- All publications made by an authority shall be made easily available to the public at a reasonable price;
- Authorities shall publish and publicize matters of public interest through press releases or otherwise;
- Information Commission through regulations shall lay down guidelines and directives to be followed by the authorities to publish, publicize and obtain information.

Section 7: What is not open? –

- **Publication or providing certain information is not mandatory which include:**
 - 1) Information related to any threat to the security, integrity and sovereignty of Bangladesh;
 - 2) Information related to any foreign policy, the disclosure of which would lead to harming existing relationships with any foreign state, or international institution or any regional bloc or organization;
 - 3) Information received in confidence from a foreign government;
 - 4) Information related to commercial or business confidence, copyright or intellectual property right, the disclosure of which would harm the intellectual property rights of any third party;
 - 5) Information the disclosure of which would either benefit or harm an individual or institution, such as :
 - a) any advance information regarding income tax, customs, VAT and law relating to excise, budget or change in the tax rate;
 - b) any advance information regarding changes related to exchange rate and interest rate;
 - c) any advance information regarding the management and supervision of financial institutions including banks;

What is not open? – Section 7 (Cont'd)

- 6) Information obstructing the enforcement of law or incite any offence;
- 7) Information the disclosure of which would endanger the security of the people or would impede the due judicial process of a pending case;
- 8) Information the disclosure of which would harm the privacy of the personal life of an individual;
- 9) Information, the disclosure of which would endanger the life or physical safety of any person;
- 10) Information given in confidence by a person to help a law enforcement institution;
- 11) Information related to any matter pending in any court of law and which has been expressly forbidden to be published by any court of law or tribunal or the disclosure of which may constitute contempt of court;
- 12) Information related to any matter under investigation whose disclosure might impede the investigation process;
- 13) Information affecting any criminal investigation process and the arrest and prosecution of the offenders;
- 14) Information liable to be published only for a specified time period;

What is not open? – Section 7 (Cont'd)

- 15) Information obtained through technical or scientific experiments which is expedient to be kept secret for strategic and commercial reasons;
- 16) Information related to any purchase processes before completion.
- 17) Information leading to breach of privileges of Parliament.
- 18) Information regarding any person which is to be kept in confidence by law;
- 19) Advance information regarding question papers of an examination or the marks obtained;
- 20) Documents including summaries to be placed before the Cabinet, discussion and decisions made. Provided that the reasons and material basis upon which the decisions were taken may be made public after the taking the decision;
Provided further, in case of withholding disclosure of information the related authority shall take prior approval from the Information Commission.

Designated Officer: Section 10

- 1) One Designated Officer must be nominated within 60 days from the notification of the Act by each authority for each "information providing unit".
- 2) Each authority shall inform the Information Commission, the names, designations, addresses and where applicable the fax numbers and e-mail addresses of the Designated Officers within 15 days from the date of appointment.
- 3) Any other officer whose support is sought by the Designated Officer while discharging his/her duty shall be bound to extend necessary help.
- 4) Any other officer, whose assistance has been sought by the Designated Officer, shall render all assistance, and for the purposes of any contravention of the provisions of this Act, such other officer shall be treated as Designated Officer.

Section 8: Application Procedure

Application Procedure: Section 8

- 1) Apply in writing or electronically or by e-mail to the Responsible Officer;
- 2) In the application, the following information must be given:
 - Name, address, and where applicable fax number and e-mail address of the applicant;
 - Correct and clear description of the information sought;
 - Any other useful and related information that might help in locating the requested information;
 - Description of the method by which information is sought, namely by inspecting, taking photo copies, taking notes or any other approved method.
- 3) The information request can be made either in the form printed by the authority or in the prescribed format.
- 4) The applicant will have to pay reasonable fees as may be prescribed by the Designated Officer;
- 5) The government in consultation with the Information Commission prescribed the cost of information by notification in the official gazette.
- The government may also exempt an individual or class of individuals or any other class from paying the fees.

Right to Information Rules, 2009

Rule 3. Receipt of application of request for information and acknowledgement thereof:

- (1) Any person may apply to the Designated Officer in prescribed format "A" requesting for information either in writing or through electronic media or through e-mail.
- (2) The Designated Officer shall acknowledge the receipt of the application.
- (3) The reference number, the name and designation of the receiver and the date of receipt of the application shall be mentioned in the acknowledgement receipt as referred to under sub-rule (2).
- (4) In case of receipt of application for information through electronic media or through e-mail, the date of sending the same (subject to receipt) shall be deemed to be the date of receipt.

তফসিল ফর্ম "ক" [বিধি ৩ প্রকৃতি] তথ্য প্রাপ্তির আবেদনপত্র	
১।	আবেদনকারীর নাম
	পিতার নাম
	মাতার নাম
	বর্তমান ঠিকানা
	স্থায়ী ঠিকানা
	ফ্যাক্স, ই-মেইল, টেলিফোন ও মোবাইল ফোন নম্বর (যদি থাকে)
	পেশা
২।	কি ধরনের তথ্য প্রয়োজনে অতিরিক্ত কাগজ ব্যবহার করুন
৩।	কোন পদ্ধতিতে তথ্য পাইতে আগ্রহী (ছাপানো/ফটোকপি/লিখিত/ ই-মেইল/ ফ্যাক্স/সিডি অথবা অন্য কোন পদ্ধতি)
৪।	তথ্য প্রাপ্তকারীর নাম ও ঠিকানা
৫।	প্রয়োজ্য ক্ষেত্রে সহায়তাকারীর নাম ও ঠিকানা
৬।	তথ্য প্রদানকারী কর্তৃপক্ষের নাম ও ঠিকানা
৭।	আবেদনের তারিখ

আবেদনকারীর স্বাক্ষর

Procedure and Time Limits for providing Information: Section 9

Procedure and Time Limits for providing information:

- 1) Designated Officer shall provide information within 20 working days from the date of receipt of application;
- 2) In case more than one "information providing unit" or authority is involved with the information requested, then information shall be given in 30 working days from the date of application;
- 3) In case the Designated Officer rejects a request, then he must inform the applicant the decision and reasons for rejection within 10 working days from the date of application;
- 4) In case basic information concerning any person's life or death, arrest and release from jail is sought then it must be given within 24 hours from receiving the request;
- 5) In case the requested information is available with the Designated Officer then he must calculate the reasonable fee and inform the applicant to pay the fees within 5 working days. The fees for printed publications, information in electronic format or photocopies or print outs shall not be more than the actual costs;
- 6) No action on application within the specified time limits of 20 and 30 working days or 24 hours as the case may be is deemed as refusal.

Section 9: Duties of Designated Officer

Duties of Designated Officer:

- 1) In case the information sought is available, he shall fix price of that information and request the applicant to pay the amount within 5 working days;
- 2) If information sought has been supplied by third party and is treated as confidential by the third party, then he must give written notice to the latter within 5 days of receiving the information request for written opinion. The Designated Officer shall take its representation into consideration and make a decision in respect of providing information to the applicant.
- 3) He must inform the applicant the reasons for failure to provide the requested information within 10 working days;
- 4) The Designated Officer should provide necessary assistance to an applicant who is perceptually handicapped to access records and also to do inspection.

Partial Disclosure: Section 9(9)

- Partial access to information contained in records covered by the clause where information is not mandatory for publication, is allowed.
- A portion of the information requested can be separated from the portion that is not mandatory for disclosure and be given to the applicant.

Rule 4. Providing information, etc

Providing information, etc:

- (1) On receipt of any application, the Designated Officer shall inform the applicant-
 - The date and time of providing the requested information
 - If more than one information providing unit are related with the information, he shall send a notice in writing to that unit.
- (2) Before providing any information, the Designated Officer shall have to be sure that all such information are preserved in his office.
- (3) The Designated Officer shall provide requested information as per provisions of the Act.
- (4) The applicant, if necessary, may take help from one assistant and this has to be mentioned in the application.
- (5) Every page of the information to be provided under the Act shall be certified as "This information has been provided under the Right to Information Act, 2009." and it shall contain the name, designation, signature and seal of the certifying officer.

Rule 5. Failure to provide information

Failure to provide information:

- If the Designated Officer, due to any reason, fails to provide requested information, he shall inform the applicant in this respect in form "B" within 10 days of the receipt of the application.

ফর্ম "অ"
(বিধি ৬ প্রক্ৰমাৎ)

তথ্য সরবরাহের অপারগতার নোটিশ

আবেদনপত্রের সূত্র নম্বর : তারিখ :

প্রতি
আবেদনকারীর নাম :

ঠিকানা :

বিষয় : তথ্য সরবরাহে অপারগতা সম্পর্কে অবহিতকরণ।

প্রিয় মহোদয়,

আপনারতারিখের আবেদনের ক্ষিত্রে প্রার্থিত তথ্য নিম্নোক্ত কারণে সরবরাহ করা সম্ভব হইল না, যথাঃ-

১।
২।
৩।

(.....)
দায়িত্বপ্রাপ্ত কর্মকর্তার নাম :
পদবী :
দাপ্তরিক সীল

Rule 8. Determination of fee and cost of information, etc

Determination of fee and cost of information, etc:

- (1) Fees for receipt of request for information and cost of information shall be paid at the rates as prescribed in form "D".
- (2) Fees for receipt of information payable by the applicant to the authority under the rules may be paid in cash or by postal order or crossed cheque or stamp.

ফর্ম "খ"
(বিধি ৮ প্রক্ৰমাৎ)

তথ্য প্রার্থির অনুরোধ ফি এবং তথ্যের মূল্য নির্ধারণ ফি

তথ্য সরবরাহের ক্ষেত্রে নিম্ন টেবিলের কলাম (২) এ উল্লিখিত তথ্যের জন্য উহার বিপরীতে কলাম (৩) এ উল্লিখিত হারে ক্ষেত্রমত তথ্য প্রার্থির অনুরোধ ফি এবং তথ্যের মূল্য পরিশোধযোগ্য হইবে, যথাঃ-

টেবিল		
ক্রমিক নং (১)	তথ্যের বিবরণ (২)	তথ্য প্রার্থির অনুরোধ ফি/তথ্যের মূল্য (৩)
১।	লিখিত কোন অফিসের কপি সরবরাহের জন্য (ম্যাপ, নকশা, ছবি, কম্পিউটার প্রিন্টসহ)	এ-৪ ও এ-৩ মাপের কাগজের ক্ষেত্রে প্রতি পৃষ্ঠা ২ (দুই) টাকা হারে এবং অমুদ্রিত সাইজের কাগজের ক্ষেত্রে প্রকৃত মূল্য।
২।	ডিস্ক, সিডি ইত্যাদিতে তথ্য সরবরাহের ক্ষেত্রে	(১) আবেদনকারী কর্তৃক ডিস্ক, সিডি ইত্যাদি সরবরাহের ক্ষেত্রে বিনা মূল্যে; (২) তথ্য সরবরাহকারী কর্তৃক ডিস্ক, সিডি ইত্যাদি সরবরাহের ক্ষেত্রে উহার প্রকৃত মূল্য।
৩।	কোন আইন বা সরকারি বিধান বা নির্দেশনা অনুযায়ী কাউকে সরবরাহকৃত তথ্যের ক্ষেত্রে	বিনামূল্যে।
৪।	মূল্যের বিনিময়ে বিক্রয়যোগ্য প্রকাশনার ক্ষেত্রে	প্রকাশনায় নির্ধারিত মূল্য।

গণপ্রজাতন্ত্রী বাংলাদেশ
ড. কামাল আবদুল নাসের চৌধুরী
সচিব।

১০৪ মাছুয় খান (ই-প.সিটি), উপ-নিয়ন্ত্রক, বাংলাদেশ সরকারি প্রকাশনা, ঢাকা কর্তৃক মুদ্রিত।
১০৪ মাছুয় খান (ই-প.সিটি), উপ-নিয়ন্ত্রকের কার্যকরী দপ্তর, বাংলাদেশ প্রকাশ ও প্রকাশনা অফিস, ঢাকা কর্তৃক প্রকাশিত। www.bgpress.gov.bd

Appellate Authority and Appeals Mechanism: Section 2, 24

Appellate Authority:

- 1) The administrative head of the immediate superior office.
- 2) In case there is no such superior office, then the appellate authority is the administrative head of that unit.

Appeals Mechanism:

- 1) If any person is not given information within the time period specified in Section 9 or is aggrieved by the decision of the Designated Officer, then he/she can appeal before the appellate authority within the next 30 days from receiving the decision or after the expiry of the time period;
- 2) The appellate authority is for justifiable reasons may accept the appeal even after the expiry of 30 days;
- 3) The Appellate Authority shall within 15 days from the date of receiving the appeal:
 - Direct the concerned Designated Officer to provide the requested information; or
 - Reject the appeal if it not fit for acceptance.
- 4) In case the Designated Officer is directed to provide the information by the appellate authority, then he must provide the information within the specified time.

ফরম 'প'	
[বিধি ৬ দ্রষ্টব্য]	
আপীল আবেদন	
১।	আপীলকারীর নাম ও ঠিকানা (যোগাযোগের সহজ মাধ্যমসহ)
২।	আপীলের তারিখ
৩।	যে আদেশের বিরুদ্ধে আপীল করা হইয়াছে উহার কপি (যদি থাকে)
৪।	যাহার আদেশের বিরুদ্ধে আপীল করা হইয়াছে তাহার নামসহ আদেশের বিবরণ (যদি থাকে)
৫।	আপীলের সংক্ষিপ্ত বিবরণ
৬।	আদেশের বিরুদ্ধে সংক্ষিপ্ত হইবার কারণ (সংক্ষিপ্ত বিবরণ)
৭।	প্রার্থিত প্রতিকারের মুক্তি/ভিত্তি
৮।	আপীলকারী কর্তৃক প্রত্যয়ন
৯।	অন্য কোন তথ্য যাহা আপীল কর্তৃপক্ষের সম্মুখে উপস্থাপনের জন্য আপীলকারী ইচ্ছা পোষণ করেন।

আপীলকারীর স্বাক্ষর

Rule7. Receipt of information through digital system including internet.

Receipt of information through digital system including internet:

- In order to facilitate the receipt of information under the Act easier, every authority shall *always maintain internet connection in operation*, subject to availability of such connection, so that people may submit application for information and collect information through internet.

Powers of Information Commission – Section 13

• Powers:

- The Information Commission has the power to receive complaints from any person, inquire into and dispose of complaints received on the following grounds:-
 - a) Non-appointment of Designated Officer by an authority or its refusal to accept requests for information;
 - b) Refusal upon request for any information;
 - c) Not being given either a response or the information requested for within the specified time period;
 - d) If the applicant is asked to pay a fee or is compelled to pay an amount of fee which he/she thinks are unreasonable;
 - e) If the applicant feels that the information given is incomplete, false or misleading;
 - f) In respect of any other matter relating to requesting or obtaining information under this ordinance.
- Information Commission may on its own accord or upon a complaint, conduct an inquiry regarding a complaint made under the Act;

Powers of Information Commission Section 13

- The Information Commission or the Chief Information Commissioner or Information Commissioners may exercise powers of Civil Court as per the Code of Civil Procedure 1908 in respect of following matters, namely -
 - summon and enforce attendance of persons, compel them to give oral or written evidence on oath and to produce documents or things;
 - Examine and inspect information;
 - Receive evidence on affidavit;
 - Requisition information from any office;
 - Issue summons for witnesses or documents; and
 - Any other matter which may be prescribed in the rules to fulfill the objectives of the Act.
- While inquiring into a complaint, the Information Commission or the Chief Information Commissioner or Information Commissioners have the power to examine on spot any information kept in custody of any authority.

Functions of Information Commission – Section 13

• Functions:

- Issue directives to authorities for preservation, management, publication, publicity and access to information;
- Formulate and publish guidelines and directives for preservation and implementation of citizens' right to information;
- In order to preserve the right to information, consider the provisions recognized under the Constitution or any other law in force and provide recommendations to the Government for their effective implementation by indicating the impediments;
- Identify the impediments against the preservation and implementation of citizen's right to information and recommend appropriate solutions to the Government;
- Conduct research on agreements related to the right to information and other international instruments and documents and recommend to the Government for their implementation;
- Examine the similarities of various international instruments and existing laws on right to information, and in case of dissimilarities and in order to harmonize with the international instruments make suitable recommendations to the Government or the appropriate authority;

Functions of Information Commission Section 13

- Advise Government to ratify or sign any international instrument on right to information;
- Conduct research on preservation and implementation of right to information and provide support to educational and professional institutions for their implementation;
- Generate and increase awareness about the right to information amongst different sections of society through dissemination and publication of information and other methods;
- Advise and provide support to the Government to make the necessary laws and administrative directives for preservation and implementation of the right to information;
- Provide necessary advice and support to organizations and institutions working on right to information and the civil society;
- Conduct research and organize seminars, symposium, workshops and similar other measures to increase people's awareness on RTI and to disseminate the results obtained from the research ;
- Provide technical and other support to the authorities with the aim to ensure the right to information;
- Establish a web-portal for Bangladesh to ensure the right to info.;
- Oversee the systems set up under any other law on right to info..

Section 25: Complaints Mechanism

Complaints Mechanism:

- 1) Any person for the following reasons may submit a complaint with the Information Commission:
 - (A) As given in Section 13 (1) i.e.:
- Non-appointment of Designated Officer by any authority or refusal to accept applications for information;
- Refusal upon request for any information;
- Not being given either a response or the information requested within the specified time period as given in the Act;
- If the complainant is asked to pay a fee or is compelled to pay an amount of fee which he/she thinks are unreasonable;
- If the complainant feels that the information given is incomplete, false or misleading; and
- In respect of any other matter relating to requesting or obtaining information under this Act.

Complaints Mechanism: Section 25 (Cont'd)

- (B) If the person is aggrieved by the decision on his appeal under Section 24;
- (C) If the person does not get the information from the Designated Officer within the time limits specified i.e. 20 days (if information is sought from one unit), 30 days (if information is sought from more than one unit or authority) and 24 hours (information related to life and death or arrest and release from jail).
- In case of point (A) given above, a complaint can be filed with the Information Commission any time and in case of points (B) and (C) the complaint can be filed within 30 days from the date of getting a decision or even after the expiry of the time period.

Complaints Mechanism: Section 25 (Cont'd)

- 2) On the basis of a complaint, or if the Information Commission is satisfied that any authority or Designated Officer has failed to carry out any function then the Commission has been given the powers to take action against the authority or the Designated Officer;
- 3) The Chief Information Commissioner or an Information Commissioner has the power to enquire into any complaints received. After the completion of the enquiry a decision-paper regarding the complaint shall be prepared within 30 days from receiving the complaint and be presented before the Information Commission in the next meeting for taking decision;
- 4) During the enquiry, any authority or the Designated Officer against whose decision, the complaint is being made will be given a reasonable opportunity to be heard;
- 5) In case a third party is involved in the case of a complaint, then the third party will be given an opportunity to present his opinion;
- 6) Ordinarily the Information Commission shall take 45 days to dispose of a complaint from the date on which the complaint is received. However, in certain cases, the time could be extended if required, to complete the enquiry and depositions of the witnesses. However, the time limit for disposing a complaint shall not exceed more than 75 days including the extended time;

Complaints Mechanism: Section 25 (Cont'd)

- 7) While taking a decision on a complaint, the Information Commission shall have the following powers:
 - (i) To direct the authority or the Designated Officer to take the following steps:
 - To provide the requested information in a specified particular manner;
 - To appoint Designated Officers;
 - To publish any special information or special class of information;
 - To bring necessary changes in the procedures followed by the authority with regard to preservation, management or publication of information;
 - To impart better training on right to information for officers of Authorities;
 - To provide compensation to the complainant for any loss or other detriment suffered;
 - (ii) To impose Penalty as provided in the Act;
 - (iii) To uphold decisions of the authorities;
 - (iv) To reject complaints;
 - (v) Re-classification of information by the authorities;
 - (vi) To interpret any matters relating to nature, classification, preservation, publication and supply of information as per the Act.
- The decisions of the Information Commission in cases of complaints shall be binding on all concerned;
- The decisions of the Information shall be communicated to all parties in writing;
- The Information Commission shall frame regulations for disposal of complaints.

Section 26: Representation before the Information Commission

- The parties to a complaint may present their statements before the Commission either personally or through his/her engaged lawyer.

Penalty Provisions: Section 27

- **Penalty Provisions:**
- While deciding on a complaint, or if the Information Commissioner believes that for any reason given below, any Designated Officer will be liable for fine of 50 Taka per day up to a maximum of 5,000/- Taka for—
 - i) Refusing to accept an application or appeal without any reasonable cause;
 - ii) Not furnishing information or not taking a decision on this matter within the time specified;
 - iii) Malafidely denying the request for information or appeal;
 - iv) Instead of giving the information requested, giving incorrect, incomplete or misleading or distorted information and ;
 - v) Obstructing furnishing of information in any manner.
- The Information Commission has the power to impose this penalty from the date of the abovementioned actions till the date the information is provided. However, the Information Commission shall give the Designated Officer a reasonable opportunity of being heard before the penalty is imposed on him.
- In addition to the penalty, if the Information Commission is satisfied that the Designated Officer creates impediments in providing information, it may recommend the concerned authority to take departmental action against such misconduct and request the authority to keep the commission informed about the actions taken.
- In case of failure to recover the penalty or compensation from the Responsible Officer, then that amount can be recovered through as recovery of land revenue in accordance with the provisions of the Public Demands Recovery Act, 1913.

Section 31: Protection of action taken in good faith

- No suit, prosecution or other legal proceeding shall lie against Information Commission or any of its officers or employees including Designated Officers of any authority, if any action is taken in good faith under this Act.

Who are excluded? Section 32 and Schedule

- The following organizations and institutions involved with national security and intelligence as mentioned in the schedule shall not be covered by the RTI Act:
 - 1. National Security Intelligence (NSI)
 - 2. Directorate General of Forces Intelligence (DGFI)
 - 3. Defence Intelligence Units
 - 4. Criminal Investigation Department (CID), Bangladesh Police
 - 5. Special Security Force (SSF)
 - 6. Intelligence Cell of the National Board of Revenue
 - 7. Special Branch, Bangladesh Police
 - 8. Intelligence Cell of Rapid Action Battalion (RAB)
- The number of institutions mentioned in the list above can be decreased or increased by the Government by amending the schedule in consultation with the Information Commission from time to time by notification published in the government gazette.
- Information relating to corruption and violation of human rights by the above organizations must be given, subject to the approval of the Information Commission within 30 days from the date of receiving the request.

Miscellaneous

- Application of Limitation Act of 1908: Section 28**
- In case of appeals or complaints filed under this Act, the provisions of the Limitation Act, 1908 will be as far as possible be applicable.
- Rules and Regulations Making Power: Section 33, 34**
- The Government in consultation with the Information Commission will frame the rules and notify in the official gazette. In case of the regulations, the Information Commission with prior approval of the Government will frame them and notify in the official gazette.
- Power to Deal with removal of ambiguity: Section 35**
- If any ambiguity arises in implementing any provisions in the Act, then the Government through a notification in the official gazette and subject to consistency with the provisions in the Act shall remove such ambiguity.
- Publication of a translated English version: Section 36**
- A translated English version of the Act has been made and in case of any conflict between the Bengali and English versions, the former shall prevail.
- Repeal: Section 37**
- The Right to Information Ordinance 2008 is repealed. However, in spite of it being repealed all proceedings and systems accepted under the Ordinance will continue under the Act.

Implementation status

- Office accommodation made
- TO&E approved
- RTI Rules approved and notified in Bangladesh Gazette
- 3 Regulations approved and notified in Bangladesh Gazette
- Publication of Annual Report of 2009, 2010, 2011, 2012 and 2013, 2 Books, one RTI Manual, one leaflet and quarterly Newsletter
- Database for the Designated officers has been prepared.(20,000+)
- About 12,000 Designated Officers have been given training on RTI.
- Out of 807 complaints, all were disposed of except 14 as pending.
- Web site of the IC has been launched.
- MoU signed with mobile phone operator "Robi" and "GP" for sending SMS regarding RTI and broadcasting scrolls in different TV channels
- Sensitization meetings were held for publicizing the law in 64 districts & in Dhaka, Rangpur, Sylhet, Khulna, Rajshai and Barisal divisional head quarters and in some upazilas of different districts.
- Inclusion of RTI law in Training Module of different training institutes
- Inclusion of RTI in Secondary level and higher education
- Meeting with print and electronic media people
- Meeting/MoU with representative NGOs
- Meetings with WB, ADB, IPI etc.

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**Thanks
for patient hearing**

Corruption Prevention in Bangladesh

Nasiruddin Ahmed, PhD
Commissioner

Anti-Corruption Commission
Dhaka Bangladesh
January 2015

Outline of Presentation

- Defining Corruption and Corruption Prevention
- United Nations Convention against Corruption (UNCAC) Provisions on Corruption Prevention
- Anti-Corruption Commission (ACC) Bangladesh
- Objectives and Legal Framework for Corruption Prevention
- Measuring Corruption Prevention
- Preventive Measures in Bangladesh
- Concluding Remarks

1. Defining Corruption and Corruption Prevention

1.1 Corruption:

- Section 2(e) of ACC Act, 2004 defines corruption as offences mentioned in its schedule:
 - Offences under the ACC Act, 2004
 - Relevant sections under Penal Code, 1860
 - Offences under Prevention of Corruption Act, 1947
 - Offences under Money Laundering Prevention Act, 2012
- According to Prevention of Corruption Act, 1947 (Section 5(1)(d)), corruption is the abuse of entrusted position for personal gain or giving gain to others

1.2 Corruption Prevention

By anti-corruption we mean (1) corruption prevention and (2) punitive measures. The dimensions of corruption prevention are shown below (figure 1)

Figure 1: Dimensions of Corruption Prevention



2. UNCAC Provisions on Corruption Prevention

- Article 5. Preventive anti-corruption policies and practices
- Article 8. Codes of conduct for public officials
- Article 9. Public procurement and management of public finances
- Article 10. Public reporting
- Article 13. Participation of society
- Article 14. Measures to prevent money laundering

2.1 UNCAC and Bangladesh

- Bangladesh acceded to UNCAC in February 2007
- Articles 5-14 of Chapter II of UNCAC deal with corruption prevention
- In compliance with Article 13 of UNCAC, ACC has established civil society outreach through Corruption Prevention Committees (CPC) at district and upazila levels.



3. Anti-Corruption Commission Bangladesh

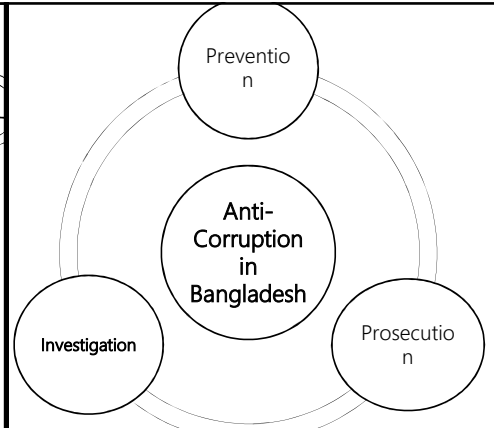
- The Anti-Corruption Commission (ACC) Bangladesh was created through the enactment of the Anti-Corruption Commission Act, 2004.
- It started functioning from 21 November 2004.

Vision

- To create a strong anti-corruption culture throughout the whole society.

Mission

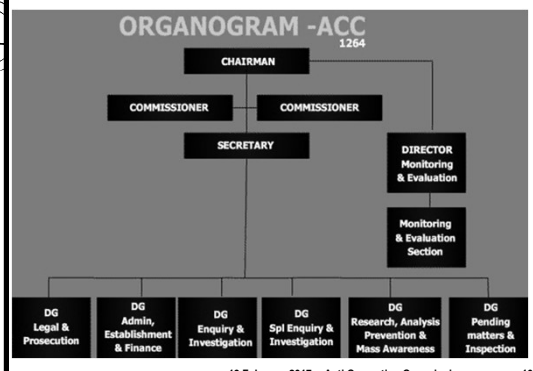
- To relentlessly prevent and combat corruption.



3.1 Organizational Structure of the ACC

- To support the mission and task of the Commission, an organogram consisting of 1264 staff has been sanctioned.
- It consists of three Commissioners one of them acts as the Chairman.
- Besides the Commissioners, there are 1 Secretary, 6 Director Generals, 19 Directors, 75 Deputy Directors and the rest are investigating officers and supporting staff.
- There are 6 divisional offices and 22 district level offices.

Organogram of Anti-Corruption Commission



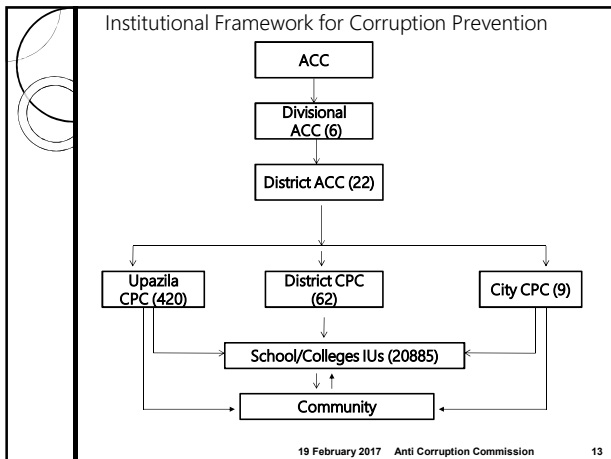
3.2 Major Functions of the Commission

- To hold enquiry and investigation into allegations of corruption.
- To create awareness among people and promote integrity among the youth.
- To review the provisions of any law for prevention of corruption and submit recommendations to the President for their effective implementation.
- To undertake research, prepare plan for prevention of corruption and submit recommendations to the President for action based on the results of such research.

4. Objectives and Legal Framework for Corruption Prevention

The objective of corruption prevention is to promote good governance in Bangladesh.

- To promote civic engagement at the grass root level, ACC constituted 9 City CPCs, 62 District CPCs and 420 Upazila (Sub District) CPCs
- To promote integrity among the youth, ACC has formed 'Integrity Units' (Satata Sangtha) at many educational institutions. About 20,885 Integrity Units are in operation throughout the country.



- ### 5. Measuring Corruption Prevention
- Conducting baseline survey
 - Undertaking annual survey of perceptions
 - Assessing public integrity – FGD and survey
 - Assessing systems, institutions and legal framework using primary and secondary data
 - Assessing capacity/performance of anti-corruption agencies using KPI

- ### 6. Preventive Measures in Bangladesh
- Building capacity through training of ACC staff, CPC members and integrity units
 - Carrying out awareness programs among people
 - Assisting institutions to develop and implement anti-corruption plans
 - Reviewing organizational systems and procedures
 - Conducting research activities
 - Prevention of money laundering
- 19 February 2017 Anti Corruption Commission 15

- ### 6.1 Main Prevention Activities
- Anti-corruption rallies
 - Anti-corruption workshops/seminars
 - Electronic and print media programs
 - Human chain
 - Poster and cartoon competition and exhibition
 - Debate competition among students
 - Special supplements
 - Media awards
 - Selection of best CPCs for awards to encourage them in preventing corruption at grass root level
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- ### 6.2 Ongoing Programs of Corruption Prevention
- ACC has formulated draft Communication Strategy for 2015-2019 with the technical assistance of the World Bank.
 - ACC is working to formulate its Strategic Plan with the technical assistance of GLZ.
 - Building up an international standard dynamic Website of ACC with the technical assistance of GLZ.
 - ACC regularly publishes a Quarterly Magazine to reflect the regular activities of ACC
 - ACC going to print 1,50,000 posters to mobilize anti-corruption message throughout the country.
 - A Code of Conduct has been implemented for the members of CPCs to be followed while discharging their duties

- ### 6.3 Demand Side Approach to Corruption Prevention
- The ACC has adopted the demand side approach to corruption prevention by empowering citizens to monitor the delivery of public goods by using social accountability tools like citizens' report cards, community score cards, public hearings and social audits.
 - The ACC in collaboration with the TIB is organizing public hearing in the pilot districts.
 - The ACC is planning to use video conferencing system to hold public hearing shortly.
 - Based on the feedback received from public hearings, the ACC is holding dialogue with the selected government organizations for improving service delivery

Successful Anti-Corruption Agencies

- Some successful anti-corruption agencies are Hong Kong's ICAC, Singapore's Corrupt Practices Investigation Bureau (CPIB), NSW Australia's ICAC and Indonesia's KPK
- Their emphasis is on preventive measures as against law enforcement
- They use regular public opinion surveys to evaluate their performance
- Citizen's Report Cards (CRC) are used for assessing the level of satisfaction of the public

7. Concluding Remarks

- The objective is to enhance the transparency and accountability of government organizations
- Building capacity of government organizations
- Reforming the legal and administrative system for better service delivery
- Switching from manual to automated system
- Establishing online connectivity between the ACC and other government organizations for preventing corruption
- Reaching effectively government services to citizens through holding public hearing and other social accountability tools
- Strong political commitment is essential to prevent and combat corruption.

Integrity in Public Governance

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26 January 2015

Contents



- ✓ Basic types:
- ✓ A. Individual Integrity: Traits, Common routes, Violations, Non-integrity costs, Hidalgo's Tips
- ✓ B. Institutional Integrity: Procedures, Public Procurement in Bangladesh, Seoul Integrity Pact
- ✓ C. National Integrity:

Integrity at individual level:

- ❑ Integrity is a behavioral excellence influenced by morality & honesty.
- ❑ Individual integrity resembles values implying being truthful and dutiful; adhering to norms, customs and principles and being committed to achieve them.

Critical thinking

- Q1. What are the basic traits of individual integrity?
- Q2. How can we maintain individual integrity?
- Q3. In what situation integrity is violated?
- Q4. What are the costs of non-integrity?
- Q5. How can we maintain individual integrity?

Traits

- ✓ Synonymous with righteousness
- ✓ Highest state of consciousness
- ✓ Behavioural skill of excellence
- ✓ Ethical values & sincerity
- ✓ Judgement & conscience
- ✓ Morality & reliability
- ✓ Truth & honesty
- ✓ Trustworthiness
- ✓ Incorruptibility

Common Routes

- Actions are honest
- Become a Role Model
- Develop an ethical attitude
- Do not get others into trouble
- Happy after doing a good job
- Person has inbuilt responsibility
- No guilt feelings for good things
- Feel good after doing the right thing
- Gain other people's trust all the time
- Rewarding psychologically & morally
- Trust is honored as a lifelong process
- A guideline, benchmark, point of reference.

Integrity Violations

- Bribery
- Nepotism
- Patronage
- Favouritism
- Fraud & theft
- Abuse of resources
- Conflict of interests
- Misconduct in private life
- Improper use of authority
- Discrimination & harassment
- Misuse & manipulation of information

Non-integrity Costs

- A person may be punished or penalized
- May get convicted of crime & imprisoned
- Earn bad reputation in the society
- Feel guilty all the time
- Lose other's trust & respect
- Result in mental disorder, accidents, injury & pre-mature death
- Get others into trouble
- Risking 'hellfire hereafter'

Integrity tips

Chris Zach Hidalgo:

- Begin & continue to stand firm on principles that are inherently good.
- Take the long, straight & narrow road that does not fall into the cave of cheating.
- Tell the truth at all times no matter what would be the consequences.
- Take the risks of being honest rather than compromising with it.
- Help to know others of those who are of corrupt nature.
- Sometimes put themselves into tight situations that appear to be easy at the end (Hidalgo 2002).

Integrity at institutional level:

- Institutional integrity includes complying with institutional policies, systems and procedures.
- Since Institutions are led by people, the integrity of individuals is a necessary condition for achieving integrity at the Institution level.

Critical Thinking

- Q 1. How can we maintain institutional integrity?
- Q 2. What are the benefits of maintaining integrity in public procurement?
- Q 3. What are the negative results of not having integrity in public procurement?

Procedures

- Institutional Integrity requires members of the public institutions i.e., legislature, executive, judiciary, public services, bureaucracy, local government, attorney services, enforcement agencies, PSC, EC, ACC, etc. would comply institutional policies, systems & procedures.
- Dishonest actions can be held to account & censured under institutional actions & procedures
- Individual actions are open & exposed to institutional accountability.

Procedures

- Public officials would remain free from financial or other obligations that may influence in the performance of their official duties.
- They would follow basic honesty & abide by policies, procedures & systems to serve the people.
- Individual remaining institutionally trustworthy.
- Individual actions are responsible.
- Violation of institutional rules can be held responsible by punishment.

Public Procurement

- One of vital sectors for maintaining institutional integrity in public governance would be successful management of public resources.
- Almost 75% of the ADP are spent for procurement purposes.
- These activities start from need assessment to contract management & end up with final payment & follow up services.
- High risks areas are identified in every step during the process.

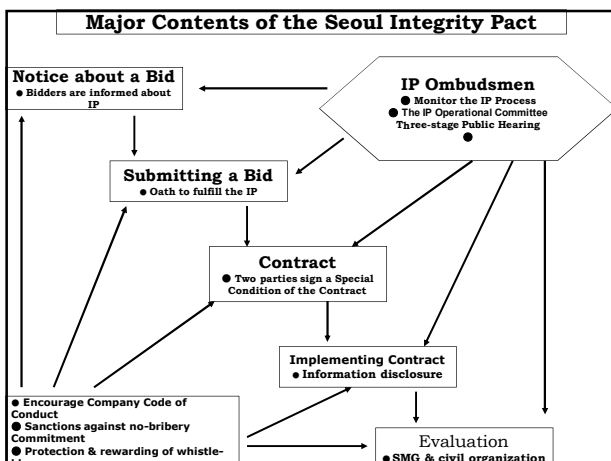
Score Boards

Positive results of PP integrity:

- Brings value of money for government
 - Stimulates national economy
 - Contribute to regional development strategy
 - Attracts both local and foreign investment
 - Promotes equity among disadvantaged groups.
- ### Negative results of not having PP integrity:
- Wastage of money due to corruption
 - Distortion of the market
 - Unfair advantage to select groups
 - Erodes public confidence in governance
 - Encourage criminalization of administration.

Seoul Integrity Pact

- Multilateral & mutual contact between government organisations & bidders.
- Establish mutual rights & obligations.
- Monitored by an independent expert.
- Instrument for ensuring transparency & reduction of corruption
- Elements of Seoul IP include:
 - notice about a bid submission & contract
 - implementation of contract
 - evaluation of contract
 - creation of IP ombudsman



SMG Components

A systematic & comprehensive approach with four components:

- Eliminate inappropriate regulations to reduce rent seeking opportunities.
- Corruption Report to the Mayor postcards for clients of City services.
- OPEN system & Anti-Corruption Index to enhance transparency through Internet.
- Public-private partnership through introduction of Integrity Pact.

Secrets of SMG Success

Key factors:

- Commitment from the Mayor
- Support from citizens for reform measures
- Communication between citizens and the City through IT.

PP in Bangladesh

- Nexus between public officials & bidders.
- *Public Procurement Act (PPA) of 2006* to streamline procurement procedures & ensure integrity.
- The *Public Procurement Rules (PPR) of 2008*.
- Formation of Public-Private Stakeholders Committee (PPSC) as part of GOB's efforts to implement the PPR.
- The Act facilitated the Third Party Monitoring system in public procurement.

PP in Bangladesh

- Under the current rules PPSC is supposed to evaluate broad impact of PPR on an annual basis;
- Hold quarterly meetings to obtain feedback on procurement practices;
- Recommend changes or amendments to the rules;
- Engage the external stakeholders in monitoring of procurement practices;
- Provide guidelines for mainstreaming such program;
- Prepare quarterly newsletter to provide regular feedback to the GOB.

Major Failures

- Violations of the PP Rules by respective parties.
- Share market scam under the current regime.
- Corruption in Padma bridge tendering.
- Public experience/perception on Judicial corruption.
- Public experience/perception on Police corruption.
- Question of integrity of other major institutions of accountability in the country.
- Question of trustworthiness of EC.

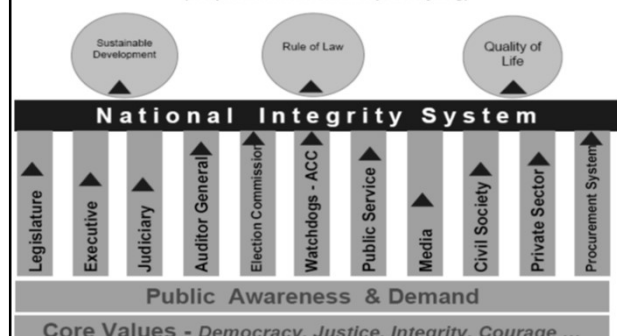
C. Integrity at national level:

- Integrity at national level is characterized by how best the interdependent institutions are governed.
- The cumulated effect of the institutional behavior establishes a context which questions corruption.
- Political will is necessary to that end.
- The term 'national integrity system' (NIS) was popularized internationally in the 1990s by Jeremy Pope, founding MD of Transparency International (TI).

Greek Temple Model

Anti-corruption Edifice

(adapted from: www.transparency.org)



Seven basic components

The *7I* identified in 2006

- Strong political will of public leadership to develop integrity characteristics & ethos.
- Reduced opportunities & incentives for corruption.
- Administrative measures to increase transparency & predictability.
- Changing the way government does business.
- Streamlining operations to improve efficiency.
- Institutional capacity & bureaucratic independence of anti-corruption agencies.
- Swift & severe punishment to corrupt elements; & strong public support.

Thank YOU



Grievance Redressal Mechanism

Grievance Redressal Mechanism is a platform provided to the citizens to voice their dissatisfaction about poor or inadequate performance of any government institution and hold it accountable for the same.

Grievance Redress System (GRS) aims to capture and resolve grievances effectively and expeditiously in a transparent manner. It is intended to provide a venue for beneficiaries and the public at large to air their concerns, complaints and suggestions to improve the program / problem. Their queries and complaints will be responded appropriately. The GRS also serves as a guide, for implementers and partners who are involved on how to handle and resolve grievances that inevitably emerge.

Objectives of the Grievance Redress System

The primary objective of the GRS is to facilitate due process in resolving complaints and grievances related to program implementation.

The GRS aims to achieve the following specific objectives:

- Provide rapid and due process in resolving complaints
- Capture data on vulnerabilities to effect refinements and improvements

The broad objectives of GRS are :

- Grievance/ Complaints raised by People are dealt with courtesy and on time.
- Improve services delivery to citizen
- Grievance /Complainants are treated fairly at all times.
- Complete transparency is maintained with the complainants.
- All Grievance /complaints are dealt efficiently.
- Complainants are fully informed of avenues to escalate their complaints / grievances within the Departments and/or Government.
- Complainants are informed of their rights to alternative remedy if they are not fully satisfied with the response of the concerned authority to their complaints.
- To ensure all Grievances/ Complaints are logged in defined manner and system.

Key Principles of Complaint Handling & Redressal Mechanism

- **Simplicity and accessibility** – procedures to file complaints and seek redress will be simple and easy to understand, and grievances may be submitted through a range of means by the beneficiaries and the community in general
- **Transparency** – the system will be publicized to a broad audience at all levels (from barangay to national level) and to a variety of different actors (beneficiaries, general public, CSOs, media, government officials).
- **Empowering and participatory** – communities, project implementers and the media are encouraged bring complaints to the attention of management and the public
- **Timeliness** – Minimum response times are included in these guidelines to ensure grievances are handled in a timely manner.
- **Right of appeal** – channels for appeal will be available if complainants are not satisfied with the resolution of their problem.
- **Confidentiality** – the identity of complainants will remain confidential unless otherwise requested
- **Pro-community** – the purpose of the GRS is to resolve complaints to maximize the benefits of the community/ people .

Safety -- A safe Grievance/Complaint Redressal Mechanism will consider the potential risks and dangers to all parties involved in each process including all the departments, complainant, witnesses, officials and other parties involved. The Grievance Redressal Mechanism should be designed to incorporate ways to prevent any mishaps, injury or harm to those complainants wishing to raise an issue or complain against any concerned Department. The department will do its utmost to ensure confidentiality and offer protection if necessary and when possible.

Who can lodge a complaint?

General members of the society who believe a Government Service can do better regarding their duties. This may or may not include members of the public who are directly affected by the performance of the concerned departments.

Key Areas and Types of Complaints

Key areas of a Grievance redressal mechanism may include the following:

- Behavior, abuse, or conduct of government official
- Poor citizen services

- Use of force or abuse of authority
- Transparency in government business process
- Failure on part of government administration to resolve matters
- Biased behavior adopted towards complainant
- Corruption

The functions of the GRS are to:

1. Provide information to beneficiaries and the general public on the existence of the GRS and the various channels of complaint.
2. Rapidly resolve grievances through:
 - a. Grievance redress processes at the provincial, regional and national levels based on the kinds of complaints
 - b. Referral of grievances to regional and national levels in line with the level of the complaint;
 - c. Resolution of complaints, including through investigation and verification of complaints as they are received
 - d. Coordination with the legal authorities in the case of a violation of the law (e.g. corruption)
 - e. Compilation of data on the volume and status of grievances through a Management Information System (MIS) that will equip management to identify, understand and address vulnerabilities in program implementation.
3. Prepare materials for dissemination to the public on the grievance redress system, steps for resolution and corrective actions to be taken.
4. Establish an appeals system if initial resolution attempts are not satisfactory.

DETAILS TO BE RECORDED ABOUT COMPLAINTS

Following details should be recorded about complaints received, but minimum data must include:

- Name, address and contact number of the complainant
- Date of receipt
- Details of the complaint / subject / issue

CYCLE OF GRIEVANCE REDRESS OPERATION

1. Lodging of the grievance by a citizen
2. Acknowledgement of acceptance of grievance.
3. Assessment of grievance regarding follow up action.
4. Forwarding and transfer
5. Reminders and clarification
6. Disposal of the case.

Upon the online lodging of grievance by the citizen, the same electronically reaches the concerned Officer of respective Departments/attached departments , who makes an assessment of the case and takes up with the concerned Subordinate departments for an early settlement. The grievance gets redressed by the concerned department and the same is informed to the related persons and authority.

**** Special Application of Whistle Blower's Protection Act --- for appropriate and successful implementation of GRS .**

1st Tranche Conditions: Completed at Program inception

Sl no.	Components :	Implementing Agencies
	a. Vision, Strategy, and Procedures	
1	Cabinet Division to approve a detailed consultation plan to seek feedback on the design of NIS	Cabinet Division
2	Ministry of Foreign Affairs to constitute inter-ministerial committee to prepare action plan for the implementation of UNCAC	Ministry of Foreign Affairs
3	Government to reconstitute the ACC	Cabinet Division
4	Cabinet Division to approve the ACC decentralized set-up	Cabinet Division
5	Ministry of Law to gazette amendments to ACC Act 2004, Anticorruption Act and Rules 1957, and the amendments to the Criminal Law Amendment Act 1958	Ministry of Law
	b. Enforcement and Sanction Mechanisms	
6	Ministry of Law to amend the rules of the Code of Criminal Procedure 1898 which are related to the separation of the judiciary	Ministry of Law
7	Supreme Court to issue directive to all judges of subordinate courts on submission of declaration of assets and wealth statements to the Office of the Registrar	Supreme Court
8	Ministry of Law to notify the approved organogram of the judicial service	Ministry of Law
9	Judicial Service Commission (JSC) to complete first departmental examination to confirm assistant judges on probation	Judicial Service Commission

	c. Prevention Mechanisms	
10	Chittagong Port Authority (CPA) to complete a Vulnerability to Corruption Assessment (VCA) for the ChittagongPort	ChittagongPort Authority (CPA)
11	CPA to establish a committee to develop a strategic plan for reforms	ChittagongPort Authority
12	Government to reconstitute the Public Service Commission	Cabinet Division
13	Ministry of Establishment to issue a circular to all public servants on submitting of declaration of assets and wealth statements	Cabinet Division
14	Ministry of Finance to issue guidelines and provide resources for strengthening internal audit in MTBF ministries	Ministry of Finance
15	Cabinet Division to issue directives to all line ministries to designate an officer as focal point for initiating grievance handling mechanism	Cabinet Division

2nd Tranche Conditions: fulfilled by November 2008

Sl no.	Components:	Implementing Agencies
	a. Vision, Strategy, and Procedures	
1	Cabinet to approve and publish NIS with a detailed time-bound action plan and to ensure resource allocation to implement NIS	Cabinet Division
2	Ministry of Law to gazette amended ACC Act, aligned to the UNCAC	Ministry of Law
3	Ministry of Law to finalize gaps analysis of Bangladesh legal framework vis-à-vis UNCAC	Ministry of Law
4	Cabinet Division to gazette all revised ACC rules of procedure incorporating the amendments to ACC Act, 2004	Ministry of Law
5	Ministry of Finance to increase allocation for development budget of ACC for its decentralized set-up and its community outreach program	Finance Division
	b. Enforcement and Sanction Mechanisms	
6	Judicial Service Commission to complete entry examinations for 100 assistant judges	Judicial Service Commission
7	All judges of subordinate courts to submit a declaration of assets and wealth statement to the Office of the Registrar	Office of the Registrar
8	Ministry of Law to gazette legislation prescribing specific qualifications for the recruitment of Supreme Court judges	Ministry of Law

9	Ministry of Finance to allocate sufficient budget to meet special allowances that may be recommended by the Judicial Service Pay Commission	Ministry of Finance
10	Ministry of Finance to allocate sufficient budget for district courts to implement the policy of separation of the judiciary	Ministry of Finance
11	Supreme Court to publish annual reports 2007 on inspection and monitoring activities of district courts	Supreme Court
12	Ministry of Law to gazette legislation for creation of an independent and competent prosecution or attorney service	Ministry of Law
	c. Prevention Mechanisms	
13	Shipping Ministry to approve a strategic plan for action on reforms at the CPA	Ministry of Shipping
14	At least 50% ministries to establish easily accessible grievance handling mechanisms	line Ministries
15	Public Service Commission to approve policies for recruitment and promotion transparent and merit-based	Public Service Commission
16	Government to publicly announce its decision to establish a national Office of the Ombudsman	Ministry of Law
17	Ministry of Law to gazette the Right to Information Act	Ministry of Law

3rdTranche Conditions: to be fulfilled by November 2010

SI no.	Components:	Implementing Agencies
	a. Vision, Strategy, and Procedures	
1.	Cabinet Division to publish outcomes of NIS implementation	Cabinet Division
2.	Cabinet Division to publish results of independent expert survey and national perception survey on progress in (i) anticorruption work, and (ii) UNCAC implementation	Cabinet Division
3.	Cabinet Division to publish results of assessment of community outreach and corruption prevention activities, including partnership modalities of anticorruption agencies with civil society	Cabinet Division
4.	Ministry of Finance to allocate sufficient funds to allow ACC to implement its approved performance management scheme	Finance Division
	b. Enforcement and Sanction Mechanisms	
5.	Ministry of Finance to allocate sufficient budget to meet the approved capital and operational expenditures for full operation of the Judicial Service Commission	Ministry of Finance
6.	Judicial Service Commission to complete entry examinations for assistant judges	Judicial Service Commission
	c. Prevention Mechanisms	
7.	Power Division, Ministry of Communications, Ministry of Education, Ministry of Health, and Ministry of Shipping to approve corruption risk mitigation strategies in line with the NIS	Respective Ministries

8.	Ministry of Shipping to gazette (1) any amendments to existing rules and regulations, or (2) new rules and regulations to reflect the approved changes in management resulting from a computerized terminal management system at Chittagong Port	Ministry of Shipping
9.	All public sector training institutes to incorporate integrity and anticorruption training modules in curricula	Ministry of Establishment
10.	Cabinet Division to collate and publish departmental information on grievances and public complaints	Cabinet Division
11.	Ministry of Establishment to review the existing quota system for entry into the civil service	Ministry of Establishment
12.	All line ministries to establish easily accessible grievance handling mechanisms	Line ministries
13.	Line ministries that provide utilities and basic services to institute and publicize citizen report cards as a way of addressing grievances at the local level	Relevant ministries
14.	Ministry of Law to gazette the Whistleblower Protection Act	Ministry of Law
15.	Government to establish a well-resourced Office of the Ombudsman in line with Art. 77 of the Bangladesh Constitution and with provisions for regional outreach and access	Cabinet Division

Government Performance Management

Md. Mahiuddin Khan
Joint Secretary
Cabinet Division

What is Performance Management?

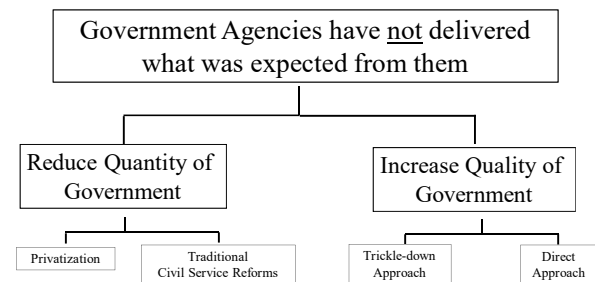
Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by

- improving the performance and
- developing the capabilities of teams and individuals.
- Performance management process is very much cyclical and continuous in nature.

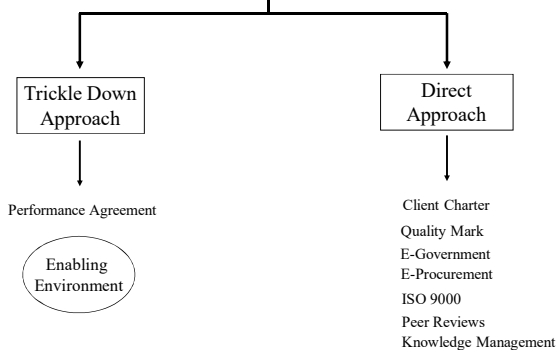
Perceptions about Performance of Government Agencies

Government Agencies have not delivered what was expected from them

What can be done to solve the problem?



Increasing Quality of Government



Main Purposes of Performance Agreement

- Moving the focus of the ministry from process-orientation to result-orientation,
- and
- Providing an objective and fair basis to evaluate overall performance of the ministry/division at the end of the year.

Key Elements of Performance Agreement

Performance Agreement

- is essentially a record of understanding
- provides a summary of the most important results that a ministry/division expects to achieve
- contains not only the agreed objectives, but also performance indicators and targets to measure progress

Performance Indicators



8

Performance Indicators-Overview

- Identifying key aspects or areas in which a Ministry performance is to be assessed
- Two types of Performance Indicators:
 - Indicators to measure outcomes
 - Indicators to measure outputs

Performance Indicators Key Points

- For **Outcomes**-PIs aim to identify **effectiveness**
whether the desired impacts may or may not be achieved in the society
- For **Outputs**-PIs aim to identify **efficiency**
 - How many things get done or how much services get delivered by the Ministry or Division
 - How well are they being done

Performance Indicators-What is Measured at What Level?

Level	What is Measured
Ministry	Outcomes /Higher level Output <i>Medium-term impact expected by government in a given policy area(e.g. Infant Mortality Rate)</i>
Department/Agency	Outputs <i>Goods & Services agency produced and delivered to external parties (e.g. No. of Children vaccinated)</i>

11

Introduction of GPMS in Bangladesh

- Government has decided to introduce Government Performance Management System in Bangladesh
- Under GPMS Annual Performance Agreement (APA) will be signed between the Cabinet Secretary and Secretary of the respective Ministry/Division
- All Ministries/Divisions have already been requested to prepare and submit APA to Cabinet Division by 01 February 2015.

Format of Annual Performance Agreement (2)

Annual Performance Agreement seeks to address three basic questions:

- (a) What are ministry's main objectives for the year?
- (b) What activities are proposed by the ministry to achieve these objectives?
- (c) How would someone know at the end of the year the degree of progress made

Format of Annual Performance Agreement

Preamble

Section 1:	Ministry's / Division's Vision, Mission, Strategic Objectives and Functions
Section 2:	Strategic Objectives, Priorities, Activities, Performance Indicators and Targets.
Section 3:	Trend values of the Performance Indicators
Section 4:	Description of the Performance Indicators, Implementing Department/Agencies and Measurement Methodology
Section 5:	Specific Performance Requirements from other Ministries/Divisions
Section 6:	Outcomes of the Ministry/Division
Concluding Part	

Section 1: Ministry's / Division's Vision, Mission, Strategic Objectives and Functions

- Section-1 provides the context and the background for APA
- Four Sub-sections:
 - 1.1 Vision
 - 1.2 Mission
 - 1.3 Functions:
 - 1.4 Strategic Objectives

Sub-section 1.1 : Vision

- Vision is an idealized state for the ministry.
- It is the big picture of what the leadership wants the ministry/division to look like in the future

Example: "Affordable and quality health care services for all"
- A vision statement does not change from year to year
- Vision should have a time horizon of 5-10 years

Sub-section 1.2: Mission

- Mission should follow the vision
- Vision represents the big picture and the mission represents the necessary work
- To develop a clear mission statement the ministry/division must consider the following:
 - What is the **purpose** of this ministry; what does it intend to achieve,
 - By what **broad areas of operation** will the ministry do this, and
 - Who are the intended **beneficiaries**?
- Section-1.1 of the Ministry Budget Framework (MBF) may be consulted while developing the mission.

Sub-section 1.3: Functions

- Functions of the ministry/division should be summarized from the Allocation of Business
- Unless the Allocation of Business is changed, they cannot be changed in the Annual Performance Agreement
- Functions of the ministry/division listed in Section 1.2 of MBF may be inserted in this Section provided they are fully consistent with the Allocation of Business.

Sub-section 1.4: Strategic Objectives

- Strategic Objectives represent the developmental requirements to be achieved by the ministry
- Strategic Objectives should be derived from the Perspective Plan 2010-21, 6th Five Year Plan and/or ministry/sector policy documents and MBF
- There must be a logical connection between Vision, Mission, Functions and Strategic Objectives

Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets

- Column 1: List the Ministry Strategic Objectives and Mandatory Strategic Objectives
- Column 2: Assign Relative Weights to Strategic Objectives
- Column 3: Specify Activities for Achieving Ministry Strategic Objectives
- Column 4: Specify Performance Indicators and Units
- Column 5: Assign relative Weights to Performance Indicators
- Column 6: Specify Targets/Criteria value for Performance Indicators
- Team targets

Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets (2)

- Strategic Objectives, to be incorporated by the ministry/division should add up to 85% weights
- The remaining 15% are Mandatory Strategic objectives
- Strategic Objectives in the APA should be ranked in a descending order of priority according to the degree of significance
- Specific weights should be attached to these objectives
- The Minister in-charge will decide the priorities among Ministry Strategic Objectives and all weights

Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets (3)

- For the realization of the each strategic objective ministry/division must specify the required activities
- Often, a Strategic Objective has one or more activities associated with it
- Strategic Objective represents the desired “end” and associated activities, including relevant programs and projects represent the desired “means” to achieve the objective
- All activities listed in the APA should be based on the budgetary allocations for FY 2014-15

Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets (4)

- For each of the “activities” specified in Column 3, the ministry/division must specify one or more “performance indicator”
- A performance indicator provides a means to evaluate progress in implementing the policy, programme or project
- Sometimes more than one performance indicator may be required
- If there are multiple activities associated with an objective, the weight assigned to that objective should be distributed among the relevant performance indicators.

Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets (5)

- Choose a target for each performance indicator
- Target levels should contain an element of ambition.
- They must also be achievable
- The target should be presented as per the five-point scale given below:

Excellent	Very Good	Good	Fair	Poor
100 %	90%	80%	70 %	60 %

Team Targets

- In some cases, the performance of a ministry is dependent on the performance of one or more ministry in the Government
- To produce power, Power Division is dependent on the performance of the following:
 - (a) Energy and Mineral Resources Division
 - (b) Ministry of Railways
 - (c) Ministry of Environment and Forest, and
 - (d) Ministry of Industries (e.g. for power equipment).
- In order to achieve the desired result, it is necessary to work as a team
- Team targets for all five ministries need to be set

Section 3: Trend Values of the Performance Indicators

- For every performance indicator and the corresponding target, APA must provide actual values for the past two years and also projected values for two outer years
- The inclusion of actual values for the past two years vis-a-vis the projected values for the next two years will help in assessing the target value for the current year
- If an activity is being initiated in the current year, then no values would be listed in the previous year column
- Also, in case an action is going to be completed in the current year, then no values would be listed in the next 2 years

Section 4: Description of Performance Indicators, Implementing Department/ Agencies and Measurement Methodology

- APA must contain a section giving detailed description of various performance indicators and the proposed measurement methodology
- Abbreviation/acronyms and other details of the relevant scheme may be listed in Annex-A
- Ministries should specify in Section 4 of the APA, the basis on which they have set the targets.
- The projected Trend Values also need to be specified preferably in section 4
- Name of the Implementing Department/Agency for each indicator should be mentioned in the relevant column

Section 5: Specific Performance Requirements from other Ministries/ Divisions

- This section should contain expectations from other ministries/divisions that impact the ministry/division's performance and are critical for achievement of the selected Performance Indicator
- However, names of those ministries/divisions only need to be incorporated where dependency is more than 20%
- These expectations should be mentioned in quantifiable, specific, and measurable terms
- While listing expectations, care should be taken while recording as this would be communicated to the relevant Ministry/Division and should not be vague or general in nature

Section 6: Outcomes of the Ministry/Division

- This section should contain the broad outcomes the ministry/division has on national welfare
- It should capture the very purpose for which the ministry/division exists
- Outcome Indicators to be incorporated in Column 2 can primarily be derived from the Section 5 of the MBF of the relevant ministry/division
- In Column 3 all the ministries / divisions jointly responsible for achieving national goals are required to be mentioned
- In Column 4 ministry/division is expected to mention the performance indicator (s) to measure the ministry/division outcomes
- Columns 6 to 10 give the expected trend values for various performance indicators
- Like, Vision and Mission, Outcomes do not (and should not) change from year to year

Performance Agreement- Concluding Part

Whereas,

I, the Secretary, Ministry of, representing the Minister for, Government of the People's Republic of Bangladesh commit to the Cabinet Secretary, Cabinet Division, representing the Prime Minister, Government of the People's Republic of Bangladesh to deliver the results described in this agreement.

I, the Cabinet Secretary, Cabinet Division, on behalf of the Prime Minister, Government of the People's Republic of Bangladesh, commit to the Secretary, Ministry of, to provide necessary support for delivery of the results described in this agreement.

Signed:

.....
Secretary
Ministry of Date

.....
Cabinet Secretary
Cabinet Division Date

APA Evaluation

- At the end of the year, we look at the
 - achievements of the ministry/division
 - compare them with the targets, and
 - determine the composite score
- Achievements of the ministry/division will be evaluated by an Independent Committee
- Results of the Evaluation will be submitted to HPM.

GPMS-Application to NIS

- Terms of reference of the Ethics Committee include:
- Formulation of time- bound Action Plan to resolve the identified problems;
 - Selection of personnel to be responsible for implementation of the Action Plan;
 - Implementation and monitoring of the Action Plan; and
 - Sending progress report on establishing integrity in the concerned Ministry/Division/ Organization to the National Integrity implementation Unit (NIIU) of the Cabinet Division.

Mandatory Objectives and Performance Indicators for 2014-15

Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Efficient Functioning of the APA System	Timely submission of Draft APA for 2014-2015	On-time submission	Date	2	Feb 01 2015	Feb 02 2015	Feb 03 2015	Feb 04 2015	Feb 05 2015
		Preparation and approval of CC by the Ministry/Division	Date	1	Dec/14	Jan/15	Feb/15	Mar/15	April/15
Improve Service delivery to the Public	Implementation of Citizens' Charter (CC)	Publication of CC in website or others means	Date	1	Dec/14	Jan/15	Feb/15	Mar/15	April/15

Mandatory Objectives and Performance Indicators for 2014-15 (Contd.)

Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Improve Service delivery to the Public	Implementation of Grievance Redress System (GRS) system	Publishing names and contact details of GRS focal point in the website	Date	1	Dec/14	Jan/15	Feb/15	Mar/15	April/15
		Sending GRS report(s) to the Cabinet Division from January 2015	Number of report(s)	1	5	4	3	2	1

Mandatory Objectives and Performance Indicators for 2014-15 (Contd.)

Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Improve Service delivery to the Public	Implementing Innovations	Implemented decisions of Innovation Team	%	1	100%	80%	50%	30%	
		Unicode used in all official activities	Date	1	Dec/14	Jan/15	Feb/15	Mar/15	April/15
Improve governance	Compliance with RTI Act and proactive disclosure	Percentage of information, mentioned in the RTI Act and related regulations, disclosed in the website	%	1.5	80%	70%	60%	50%	40%
		Preparation and Implementation of the National NIS Work Plan for 2015 and get	Date	2	Feb/15	March/15		May/15	

Mandatory Objectives and Performance Indicators for 2014-15 (Contd.)

Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Improve Financial Management	Improve compliance with the Terms of Reference of the Budget Management Committee (BMC)	BIP prepared and Quarterly BIMR submitted to FD meeting FD requirements	Number of Report	1	5	4	3	2	1
		Actual achievements against performance targets are monitored by the BMC on a quarterly basis	Number of BMC meetings	1	4	3	2	1	
		Improve audit performance	Percentage of outstanding audit objections disposed off during the year	%	1	70	55	40	30

Thank You

Good Governance and National Integrity Strategy

M Musharraf Hossain Bhuiyan
Cabinet Secretary
Government of Bangladesh

The Concept of Governance

The governance concept combines ideas of political authority, management of economic and social resources, as well as the capacity of governments to formulate prudent policies and their implementation in an effective, efficient, and equitable manner.

What Good Governance Means

Good governance is defined as the existence—within states— of political accountability, bureaucratic transparency, the exercise of legitimate power, freedom of association, voice and participation, freedom of information and expression, prudent fiscal management and public financial accountability, respect for the rule of law, a predictable legal framework encompassing a credible justice system, protection of human rights, an active legislature, enhanced opportunities for the development of pluralistic forces including the civil society, and capacity development for improved service delivery.

National Integrity Strategy (NIS): Vision and Mission

Vision:

- **A happy and prosperous Golden Bengal**

Mission:

- **Establishment of good governance in state and society**

State Institutions Identified in NIS

- 1. Executive Organ and Public Administration**
- 2. Parliament**
- 3. Judiciary**
- 4. Election Commission,**
- 5. Attorney-General's Office**
- 6. Public Service Commission**
- 7. Comptroller and Auditor-General**
- 8. Ombudsman**
- 9. Anti-Corruption Commission**
- 10. Local Government Institutions**

Non-state Institutions and Organisations

- 1. Political Parties**
- 2. Industrial and Commercial Organisations in the Private Sector**
- 3. NGOs and Civil Society**
- 4. Family**
- 5. Educational Institutions**
- 6. Media**

Strategy for Attaining Integrity

- This strategy paper
 - Identifies the contexts of and challenges faced by different state and non-state institutions/organisations;
 - Sets goals of the institutions to ensure integrity;
 - Makes short, medium & long-term recommendations for achieving the goals;
 - Suggests time-bound action plan for implementation of these recommendations.

Implementation Arrangements

- 'Integrity Advisory Council' headed by Hon'ble PM at central level: Policy & overall directives;
- The Council has an 'Executive Committee' headed by Hon'ble Finance Minister;
- An unit to facilitate NIS implementation in the Cabinet Division;
- 'Ethics Committees' in all Ministries/Divisions and constitutional and statutory bodies;
- 'Focal point' in all these bodies;
- Monitoring implementation of Action plan with the help of FPs.

How NIS will work

- Build awareness at demand and supply ends
- Enhance capacity at supply end
- Encourage institutions to take proactive measures
- Strengthen ownership and commitment of the institutions
- Develop mutual cooperation among actors
- Make integrity part of governance culture

THANK YOU

DEVELOPMENT PLANNING AND THE EXPERIENCES OF BANGLADESH

Dr. Shamsul Alam
Member
General Economics Division (GED)
Planning Commission
Government of the People's Republic of Bangladesh

Outline of the Presentation

- 2
- *Development Philosophy of Bangladesh*
- *History of Development Planning in Bangladesh*
- *Development Planning/Strategy*
- *Development Plans/Other Plan Strategies in Bangladesh*
- *Long term Perspective Plan*
- *Sixth Five Year Plan*
- *Implementation Review of SFYP*
- *Annual Development Programme (ADP)*
- *Project Planning*

3

What is Development?

- *A specified state of growth or progress or advancement*
- *Changes in attitude, culture and living standard*
- *It usually refers to the adoption of new technologies, transition from agriculture based to industry based economy and general improvement in living conditions*

What is Growth?

- *An increase in the capacity of an economy to produce goods and services, compared from one period of time to another*
- *Accumulation of resources and increase in resources*

Why Development is Needed?

- *Social improvement and better living conditions*
- *Justice ensured for all*
- *Attaining peace and welfare*

4

Development Philosophy of Bangladesh

Growth with equity and social justice remains the overarching goal of our development strategy

- Pursue inclusive growth strategy: specifically, the aim is to reduce poverty and income inequality by ensuring access of the poor to economic resources and employment;
- Reducing regional imbalance in development;
- Raising economic participation of Women and Youth as well as Disadvantaged.

5

Overview

- Over the past 40 years since independence, Bangladesh has increased its real per capita income by more than 130 percent, cut poverty by more than half, and is well set to achieve most of the Millennium Development Goals.
- ✓ **Bangladesh State Constitution** (*Part II, Articles 9-20*)
- ✓ **Development Planning/Strategy** (*Perspective Plan, Five Year Plan, Poverty Reduction Strategy Paper, Annual Development Program etc.*)
- ✓ **Millennium Developments Goals (MDGs)** (*8 Goals, 22 Targets and 60 Indicators*).

6

History of Development Planning in Bangladesh

- Indian Planning Commission 1950; Pakistan Planning Commission, 1953
- In 1956 a Provincial Planning Board was established under the United Front Government of the then East Pakistan and was renamed as East Pakistan Planning Department;
- It was an agency for formulating investment programmes and for negotiating with the Central Government of Pakistan for an adequate share of the financial resources for the development of East Pakistan;
- Planning Cell in 1971;
- After independence, Planning Commission of Bangladesh was established in January 1972;
- Project Implementation Bureau (PIB) in 1975;
- External Resource Mobilization was entrusted to ERD in 1975;
- The Planning Division in 1975;
- Planning cells in different Ministries/ Divisions in 1975.

History of Development Planning in Bangladesh (contd.)

7

- First Five Year Plan was adopted in 1973 (1973-78);
- After independence, Bangladesh followed socialist type economy and all industries were nationalized;
- Gradually private sector participation in industry was allowed.

Bangladesh Constitution: Article 15

8

- Article 15 of the Bangladesh Constitution requires that the country should follow the path of a planned economy for realizing its development objectives.
- 'It shall be a fundamental responsibility of the state to attain **through planned economic growth**, a constant increase of productive forces and a steady improvement in the material and cultural standard of living of the people, with a view to securing to its citizens –
- (a) the provision of the basic necessities of life, including food, clothing, shelter, education and medical care;
- According to the **Article 15**, the '**planned economic growth**' is a constitutional obligation for the Government of Bangladesh.

Development Planning/Strategy

9

- Accordingly, between FY1973 and FY2002 Bangladesh implemented 5 successive Five Year Plans and an interim Two Year Plan (1979–80).
- From FY2003 to FY2010, there was a deviation from the five year plan (period of plan holiday) to a process of shorter term Poverty Reduction Strategy Paper (PRSP).
- The present democratic Government led by Prime Minister Sheikh Hasina decided to switch back to the five year plan mechanism.

Development Plans/Strategies in Bangladesh

10

Plan Period (FY)	Plans	Av. Growth Target	Actual Growth	% Target
1973-78	First Five Year Plan	5.5	4.0	72.73
1978-80	Two Year Plan	5.6	3.5	62.50
1980-85	Second Five Year Plan	5.4	3.8	70.37
1985-90	Third Five Year Plan	5.4	3.8	70.37
1990-95	Fourth Five Year Plan	5.0	4.2	84.00
1997-02	Fifth Five Year Plan	7.0	5.1	72.86
2009-11	Steps Towards Change: National Strategy for Accelerated Poverty Reduction (NSAPR-II)	-	6.33	-
2011-15	Sixth Five Year Plan	7.3	6.36*	87.12

* Average of first three years.

Long term Perspective Plan

11

- The present democratic government of Bangladesh has formulated the first-ever long-term "Perspective Plan of Bangladesh 2010-2021", adopting the Vision 2021 in building a happy and prosperous nation.
- The overarching vision of the Perspective Plan is to accelerate national development process that embodies a shared view of all citizens and a dream supported by will and action to transform it into reality.
- The fundamental objective of the Plan is poverty eradication through attainment of higher growth rates and to achieve middle income country status in real terms by 2021, the Golden Jubilee Year of national independence.
- It envisioned equitable and inclusive growth process where poverty will be at its lowest and regional development will be balanced.

Long term Perspective Plan(Contd.)

12

- It is a **strategic** document
- The plan will be implemented through the Sixth Five Year Plan (2011-2015) and the Seventh Five Year Plan (2016-2020)
- Formulated in consultation at the national, divisional, district levels with people from different walks of life including *farmers, labourers, ethnic people* and other marginalised and disadvantaged sections of the population, civil society members, administrators and policy makers, public and private enterprises, NGOs, and other interest groups, thereby making the document a **participatory** one.

The Broad Goals of the Perspective Plan

13

- Achieve middle-income country status by 2021 through sustained annual rate of GDP at 10 per cent by 2021.
- Eradicate illiteracy after 2014, by ensuring 100 per cent net enrolment at primary level, providing free tuition to degree level as soon as possible after 2013, and turn Bangladesh into a country of educated people with adequate skills in information technology.
- Substantially eradicate poverty by bringing down the number of people living below the poverty line to 13.5 percent of the population estimated at no more than 25 million.
- Ensure a minimum intake of 2,122k. cal/person/day of food for all and standard nutritional food to at least 85 percent of the population by 2021.
- Achieve self sufficiency in food by 2012.
- Change the sectoral composition of output with the shares of agriculture, industry, and services approximating 15 percent, 38 percent, and 47 percent respectively by 2021.

The Broad Goals of the Perspective Plan (contd.)

14

- Reduce maternal mortality to 1.5 per cent, raise the use of birth control methods to 80 per cent, and bring down infant mortality to 15 per thousand live births by 2021.
- Eradicate all contagious diseases and increase life expectancy to 70 years by 2021.
- Generate 8,500 MW of electricity by 2013, 11,500 MW by 2015, and make provisions to meet the expected demand for power of 20,000 MW by 2021, such that it ensures per capita energy consumption to rise to 600 kwh.
- Promote and deepen the application of information technology towards a digital Bangladesh.
- Ensure preservation, conservation, and restoration of all the historical monument/mass graves of martyred war veterans.
- Ensure protection of the environment by effectively meeting the challenges arising from climate change and preventing environmental degradation.

Sixth Five Year Plan 2011-15: *Accelerating Growth and Reducing Poverty*

15

- Government has decided that the vision of the Perspective Plan (2010- 2021) would be realized through two Five Year Plan documents;
- The Sixth Five Year Plan will be implemented during the period 2011-15 followed by the Seventh Five Year Plan 2016-2020;
- The Plan divided into three parts
 - Part I: Strategic Directions and Policy Framework
 - Part II: Sectoral Strategies, Programmes and Policies
 - Part III: Statistical Annex and Technical Framework
- Unique feature of the SFYP: *Living Document*

SFYP 2011-15: Strategies

16

- Acceleration of economic growth and employment
- Improving factor productivity through information technology
- Reducing the growth of population
- Ensuring food security
- Addressing the land constraint
- Managing the spatial dimension of growth
- Reducing income inequality
- Ensuring social protection for the under-privileged population
- Ensuring gender parity

SFYP 2011-15: Strategies (contd.)

17

- Ensuring environmental sustainability
- Improving governance
- Strengthening the civil service
- Establishing strong local government
- Strengthening public-private partnerships
- Improving the planning and budgetary processes
- Establishing a results-based monitoring and evaluation(M&E) system

SFYP 2011-15: Targets

18

Income and Poverty

- Attaining average real GDP growth rate of 7.3% per year over the Plan period.
- Reduction in the head-count poverty ratio by about 10 percentage points (bring down to 22.5%).
- Creating good jobs for the large pool of under-employed and new labour force entrants by increasing the share of employment in the industrial sector from 17 percent to 25 percent.
- Increasing the contribution of factor productivity in economic growth to 10 percent.

SFYF 2011-15: Targets (contd.)

19

Human Resource Development (Education, Health and Population)

- Achieving 100 percent net enrolment rate for primary education.
- Increasing enrolment rate in 12th class to 60%.
- Under 5 mortality rate to be reduced to 50 per 1000 live birth.
- Infant Mortality Rate to be reduced to 31 per 1000 live birth.
- Maternal Mortality Ratio to be reduced to 143 per 100,000 live births.
- Immunization, measles (percent of children under 12 months) to be increased to 100 percent.
- Births attended by skilled health staff to be increased to 50 percent.
- Reduction of Total Fertility Rate to 2.2
- Increasing Contraceptive Prevalence Rate to 72 percent.

SFYF 2011-15: Targets (contd.)

20

Water and Sanitation

- Safe drinking water to be made available for all urban population.
- Proportion of rural population with access to safe drinking water to be increased to 96.5 percent.
- Proportion of urban population with access to sanitary latrines to be increased to 100 percent.
- Proportion of rural population with access to sanitary latrines to be raised to 90 percent.

SFYF 2011-15: Targets (contd.)

21

Energy and Infrastructure

- Generation of electricity to be increased to 15,457 MW by FY15 such that the target of 20,000 MW electricity generated by FY21 is attained.
- Electricity coverage to be increased to 68 percent.
- To increase energy efficiency by 10%
- Improve railways and waterways as energy efficient multi-modal transport system to reduce carbon emission.
- Production of natural gas to reach about 4500 mmmcf by December 2015
- Expanding access of the poor to primary and secondary energy sources through affordable pricing and targeted distribution.
- Construction of 6.15km. long Padma Multipurpose Bridge at Mawa-Janjira;
- Construction of about 26 km. long Dhaka Elevated Expressway.

SFYF 2011-15: Targets (contd.)

22

Gender Equality and Empowerment

- Female to male ratio in tertiary education to be raised from current 32 percent to 60 percent.
- The ratio of literate female to male for age group 20-24 to be raised to 100 percent from the current 85 percent.

SFYF 2011-15: Targets (contd.)

23

Environmental Sustainability

- Increase productive forest coverage by 2 percentage points.
- Treat all urban waste water by FY15 to clean river waters.
- Promote Zero discharge of industrial effluents.
- Urban wetlands are restored and protected in line with Wetland Conservation Act.
- 500 meter wide permanent green belt established and protected along the coast
- Eco-tourism promoted at least in 15 protected areas and ECAs
- Environmental, Climate Change and disaster risk reduction considerations are integrated into project design, budgetary allocations and implementation process.
- Canals and natural water flows of Dhaka and other major cities restored.

SFYF 2011-15: Targets (contd.)

24

Information and Communications Technology (ICT)

- Increase public spending on Research and Development to 1 percent of GDP by FY15 and 1.4 percent by FY 21.
- Establish compulsory ICT education at secondary level by FY13 and extend it to the primary level by FY21.
- Establish tele-centre/community e-centre with internet facilities at all union level.
- Introduce of E-governance at all executive levels of government and at all district level.
- Raise telephone density to 70 percent.
- Expand Broad Band to 30 percent.
- Introduce Wireless Broad Band (Wi Max) across the country.
- Introduce digitalization of land records

Macroeconomic Targets of SFYP & Perspective Plan

Macroeconomic Indicators	Benchmark FY10	Target FY15	Target FY21
Real GDP Growth (%)	6.1	8.0	10.0
CPI inflation (%)	7.5	6.0	5.2
As percent of GDP			
Gross Investment (%)	24.4	32.5	38.0
Gross National Savings (%)	30.0	32.1	39.1
Total government revenue (%)	10.9	14.6	20.0
Total government expenditure (%)	14.6	19.6	25.0
Exports (billion \$)	16.2	38.8	82.0
Imports (billion \$)	21.4	52.8	110.5
Remittances (billion \$)	10.9	17.8	38.5
Unemployment rate (%)	30.0	20.0	15.0
Poverty (head count, %)	31.5	22.5	13.5

Implementation Review of SFYP

- A monitoring and evaluation framework has been incorporated in the first part of the plan document. It has identified 35 indicators under 9 thematic areas to monitor the plan. Based on this monitoring and evaluation framework necessary adjustments will be made in the strategies and programmes of the SFYP.
- The Sixth Five Year Plan (FY2011-FY15) has come into effect since July 2010 So, GED took initiative to review its progress to see the overall performance of the economy in relation to benchmark year (2010) and the projections of the Sixth Five Year Plan.
- During the first two years of the Plan, the outcomes achieved suggest a mixed record of performance.

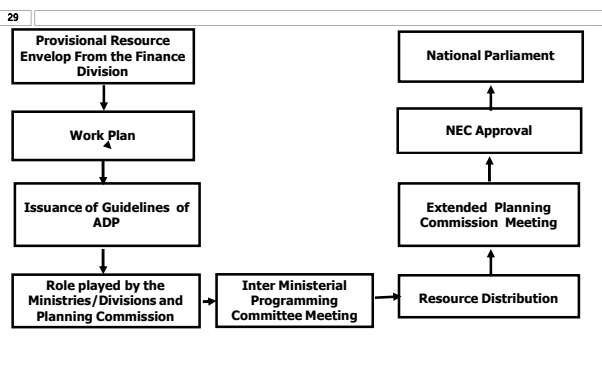
Implementation Review of SFYP(contd.)

- The GDP growth was on target in FY11 (6.71%) but somewhat lower than planned in FY12 (6.32).
- On the other hand, there has been a significant improvement of physical and socio-economic areas like education, health, water & sanitation, forestry, information & communication technology etc.

Annual Development Programme (ADP)

- ADP is the tools of the Government through which resources are allocated to different Development Projects/Programme under different ministries/divisions with a view to achieve the National Goals specified in the short, medium and long term planning documents of the Country (PRS, FYP, Perspective Plan etc.)
- Two types projects namely Investment Projects and Technical Assistant Projects form the list of ADP
- A simplified series of steps in the formulation Process of Annual Development Programme given in the next slide

Steps for Preparation of ADP



Implementation of ADP

(In crore Tk)

Year	Original Allocation	Revised Allocation	Actual Expenditure	Expenditure as % of Revised Allocation
2005-06	24500	21500	19473	91.0
2006-07	26000	21600	17917	83.0
2007-08	26500	22500	18450	83.8
2008-09	25600	23000	19688	85.5
2009-10	30500	28500	25917	90.9
2010-11	38500	35830	32949	92.0
2011-12	46000	41080	37878	92.0
2012-13	55000	52366	24197	44.0*

Source: IMED, Ministry of Planning. Data are based on revised ADP. *Provisional figure has provided by IMED for FY 2012-13 (Up to February 13)

Project Planning

31

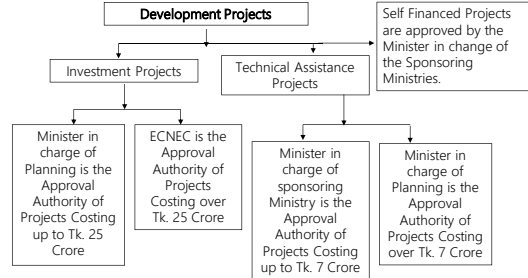
Definition of Project

- A set of **related activities** undertaken **for a specific time** to achieve some **predefined objectives** using certain amount of **resources**.
- Projects are taken for creating new resources (i.e. to solve a particular problem or development challenge) and not for operating organizations regular functions (i.e. organizations recurrent functions).

Project Planning (contd.)

32

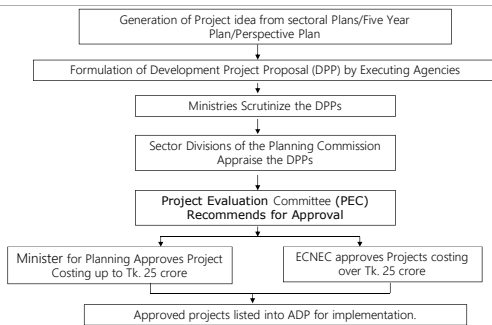
Classification of Projects



Project Planning (Contd.)

Steps involved in Investment Projects Processing / Approval Process

33



Summary of Project Approval

34

Actions	Who is Responsible
Project conceptualization and project design	Planning Wing/ Cell of the Executive Agency
Preparation of the detailed techno-economic-financial appraisal report for a project and submission to the Sponsoring Ministry/ Division in DPP format	Executive Agency (EA)
Submission to the relevant sector division of the Planning Commission after necessary examination, modifications and corrections	Sponsoring Ministry/ Division (SM/D)
Return of DPP to the Sponsoring Ministry/ Division, if it is incomplete or grossly lacks vital information	Relevant sector division of the PC
Processing of DPP by PC and submission to PEC after necessary appraisal	Sector Division of PC
Issue of PEC meeting minutes/ decisions	Sector Division of PC
Submission of recast DPP on the basis of PEC comments to the PC	Sponsoring Ministry/ Division (SM/D)
Submission of DPP up to TK 25 crore to PC for approval	Sector Division of PC
Submission of DPP above TK 25 crore to ECNEC for approval	Sector Division of PC

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THANKS

36

Any Question?

A Primer on PDCA as a Tool for Strategic Planning

Compiled and presented by:

Niaz Ahmed Khan, Ph.D. (Wales) Post Doc (Oxford)

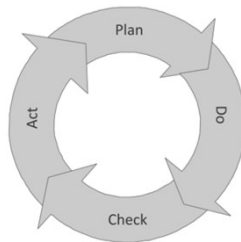
Chairman and Professor, Department of Development Studies, University of Dhaka,
Former Country Representative, International Union for Conservation of Nature
(IUCN);
Former Senior Programme Coordinator-CHT, UNDP-Bangladesh;
Executive Director, Centre for Resources and Development Research

The Basic Facts and Contexts

- PDCA (plan–do–check–act or plan–do–check–adjust; Deming cycle, Shewhart cycle, O[Observation]PDA):
- A 4-step management and strategic planning method; often deals with ‘change’ and ‘organizational process improvements’
- Typically targeted to businesses for the control and continuous improvement of processes and products.
- The PDCA Cycle encourages managers to be methodical in their approach to problem solving and implementing solutions
- Often makes sense to run a well-crafted pilot project.

The Typical PDCA Cycle

- Plan: Identifying and analyzing the problem.
- Do: Developing and testing a potential solution.
- Check: Measuring how effective the test solution was, and analyzing whether it could be improved in any way.
- Act: Implementing the improved solution fully.



Understanding the Steps

Step 1: Plan:

- *Precise identification of the problem. Use of various problem analysis tools to really get to the root of it. Mapping the process at the root of the problem. Drawing together any other that information that will help you start sketching out solutions.*

Step 2: Do:

- Generate possible solutions.
- Select the best of these solutions, perhaps using techniques like Impact Analysis
- Implement a pilot project on a small scale basis, with a small group, or in a limited geographical area, or using some other trial design appropriate to the nature of your problem, product or initiative.
Note: "Do" means "Try" or "Test". It does not mean "implement fully." Full implementation happens in the "Act" phase.

Understanding the Steps (Continued)

Step 3: Check:

- *Measure how effective the pilot solution has been, and gather together any learning from it that could make it even better. Depending on the success of the pilot, the number of areas for improvement that have identified, and the scope of the whole initiative, one may decide to repeat the "Do" and "Check" phases, incorporating additional improvements.*
- *Once finally satisfied that the costs would outweigh the benefits of repeating the Do-Check sub-cycle any more, one can move on to the final phase.*

Step 4: Act:

- *Implement your solution fully. However, the use of the PDCA Cycle doesn't necessarily stop there. If the PDCA is used as part of a continuous improvement initiative, one needs to loop back to the Plan Phase (Step 1), and seek out further areas for improvement.*
- *Note: "A" is also referred to as "Adjust". This helps trainees to understand that the 4th step is more about adjusting/correcting the difference between the current state and the planned state instead of thinking that the "A" is all about action and implementation (which actually happens in the second ("D") stage)*

- Selected references:

R. Moen and C. Norman (undated) *Evolution of the PDCA Cycle*, Associates in Process Improvement, USA

http://www.mindtools.com/pages/article/newPPM_89.htm

With **CORRUPTION** everyone pays.

Corruption as a Violation of Human Rights in South East Europe
The case of Bosnia and Herzegovina


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Corruption and Human Rights

Corruption is a global phenomenon. However, it does not affect all societies/countries in the same way.

It is the *scale* to which it affects an average or a non-privileged citizen in her/his everyday life that makes the difference across the societies/states.

It is precisely in this sense that the corruption is brought into connection with Human Rights...and Human Dignity



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Definition

Etymology:
mid-14c., from O.Fr. 'corrupt' "unhealthy, corrupt; uncouth" (of language), and directly from L. 'corruptus', pp. of 'corrumpere' - "to destroy; spoil," figuratively "corrupt, seduce, bribe," from com-, intensive prefix (see com-), + rup-, pp. stem of rumpere "to break" (see rupture)
(Source: **Online Etymology Dictionary**: <http://www.etymonline.com/index.php?term=corrupt>)

- "...an impairment of integrity, virtue, or moral principle;..."

...The act of doing something with intent to give some advantage inconsistent with official duty and **the rights of others**"

(Source: **Black's law Dictionary, Eight Edition, p.371**)

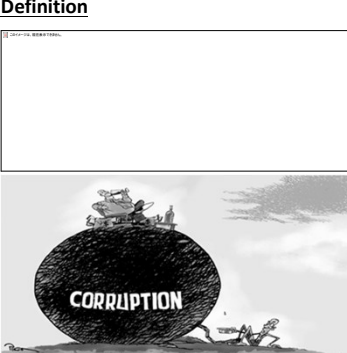


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Definition

Petty corruption also called "low" and "street" corruption indicates the kinds of corruption that people experience in their encounters with public officials and when they use public services (hospitals, schools, local licensing authorities, police, tax offices, etc.

Grand corruption refers to the corruption of heads of state, ministers, and top officials and usually involves large amounts of assets.



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Definition

- The **sociological** notion of corruption is different from the **legal** one.
In sociological sense, corruption is any process in which at least two persons act to the detriment of public interest by means of unlawful transactions for the purpose of personal gain.
- In **legal** sense there is no single definition of corruption, but a whole range of criminal acts described as „criminal acts of corruption“ against the protected entity.“


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Definition

Transparency International (TI) defines corruption as the abuse of entrusted power for private gain.

(http://www.transparency.org/news_room/faq/corruption_faq)

This definition encompasses corrupt practices in both the public and private sectors.



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The Transparency International Corruption Perceptions Index (CPI) ranks countries according to the perception of corruption in the public sector. The CPI is an aggregate indicator that combines different sources of information about corruption, making it possible to compare countries.

...includes questions relating to **bribery**, **kickbacks** in public procurement, **embezzlement** of public funds, and questions that probe the strength and effectiveness of **public sector and anti-corruption** efforts.

For 2009 Corruption Perception Index see: http://www.transparency.org/policy_research/surveys_indices/cpi/2009/cpi_2009_table ;
For 2010 Corruption Perception Index see: http://www.transparency.org/policy_research/surveys_indices/cpi/2010

Measuring Corruption



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Measuring Corruption

• TI examines **the perception**.

• Perceptions are used because corruption – whether frequency or amount is to a great extent a hidden activity that is difficult to measure. Over time, perceptions have proved to be a reliable estimate of corruption. Measuring scandals, investigations or prosecutions, while offering 'non-perception' data reflect less on the prevalence of corruption in a country and more on other factors, such as freedom of the press or the efficiency of the judicial system.

It **does not examine** real experience of the people nor does it examine thoroughly the '**favoritism**'-based forms of corruption (those that involve no money transactions) - e.g. the **undue trading in favors and influence**, **nepotism**, **cronyism** and other '**connections**'-based practices.



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Measuring Corruption

- **Corruption in the Western Balkans** – a public sector bribery survey by **United Nations Office on Drugs and Crime (UNODC)**-released **17 May 2011**
<http://www.unodc.org/unodc/en/press/releases/2011/May/unodc-issues-new-report-on-corruption-in-the-western-balkans.html>

- "It captures the **actual experience** – not the perception of ordinary citizens and how bribery affects their dealings with the public administration."
- However, it focuses on one single form of corruption – the **bribery**, while only making a few references to non-financial forms of corruption (the undue trading in influence and favors) such as **nepotism** and **cronyism**.

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Measuring Corruption

- UNODC report on Corruption in Western Balkans – reference to 'connections' (**nepotism** and **cronyism**):

*"Only 10 per cent of those who did not get the job believe that the selection was made on merit, while most think that other factors such as **cronyism** or **nepotism** (59%) or **bribery** (17%) played a decisive role. These are, however, only perceptions and do not necessarily reflect the real extent of such factors, but they do express a negative opinion and expectation about certain practices, which can, in turn, have an effect on certain behaviors"*

(Source: **Corruption in the Western Balkans: BRIBERY AS EXPERIENCED BY THE POPULATION**, United Nations Office on Drugs and Crime, http://www.unodc.org/documents/data-and-analysis/statistics/corruption/Western_balkans_corruption_report_2011_web.pdf)

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Corruption as a violation of Human Rights

- UN treaty bodies and UN special procedures have concluded that, where corruption is widespread, states cannot comply with their human rights obligations

(Source: *Committee on Economic, Social and Cultural Rights [ICESCR]* E/C.12/1/ADD.91, CESCR, 2003, paragraph. 12; also :UN Special Rapporteur on independence of judges and lawyers in E/CN.4/2006/52/Add.4, paragraph 96. in **International Councilon Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection**:http://www.ichrp.org/files/reports/40/131_web.pdf)

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Corruption as a violation of Human Rights

However, these statements are generally framed in **broad terms**.

The extent to which acts of corruption directly violate human rights, or lead to violations, is rarely defined or explained.

Little work has been done to describe in precise terms what the links are between acts of corruption and violations of human rights.

(Source: **International Council on Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection**: http://www.ichrp.org/files/reports/40/131_web.pdf , p.23)

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Corruption as a violation of Human Rights

- In order to apply the human right framework with potential effect in law, it is necessary to distinguish between:
- **Direct violations of Human Rights by means of corrupt practices**
- **Indirect violations of Human Rights by means of corrupt practices**
- **Remote violations (where corruption is one factor among others) by means of corrupt practices**

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Corruption as a violation of Human Rights

Direct violations of Human Rights by means of corrupt practices:

- Corruption may be linked directly to a violation when a corrupt act is deliberately used as a means to violate a right.
- *...a bribe offered to a judge directly affects the independence and impartiality of that judge and hence violates the right to a fair trial...* When an official has not deliberately caused the harm in question, *due diligence* becomes the test. If a violation of human right was foreseeable, did officials exercise reasonable diligence (all the means at their disposal) to prevent it?

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Corruption as a violation of Human Rights



...when an individual must bribe a doctor to obtain medical treatment at a public hospital, or bribe a teacher at a public school to obtain a place for her child at school, corruption infringes the rights to health and education...

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Corruption as a violation of Human Rights

Indirect violations of Human Rights by means of corrupt practices:

- Corruption as an essential factor contributing to a chain of events that eventually leads to violation of a right
- *... if public officials allow the illegal importation of toxic waste from other countries in return for a bribe, and that waste is placed in, or close to, a residential area. The rights to life and health of residents of that place would be violated, indirectly, as a result of the bribery...*

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Corruption as a violation of Human Rights

Remote violations (where corruption is one factor among others) by means of corrupt practices:

- When corruption during an electoral process raises concerns about the accuracy of the final result, social unrest and protests may occur and these may be repressed violently.

In such a case repression of the social protests may cause serious violations of human rights (for example, the rights to life, prohibition of torture and ill treatment and freedom of assembly).

Nonetheless, the electoral corruption would not necessarily be the only or determining cause of such riots or their repression



Corruption as a violation of Human Rights

- To determine whether a particular corrupt practice violates a human right, it is first necessary to establish the scope and content of the human right's obligation in question and whether it derives from domestic law, international treaty, custom, or general principles of law.

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Corruption as a violation of Human Rights

- States have three levels of obligation in relation to human rights:
- *The obligation to respect*
- *The obligation to protect*
- *The obligation to fulfill*

(Source: International Council on Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Corruption as a violation of Human Rights

The Right to Equality and Non-discrimination is of particular importance in the context of the corruption in South Eastern Europe for two reasons:

- It pertains to a form of corruption that is most challenging in terms of proving (*favoritism*-based forms of corruption- the so called 'connections'- e.g. undue trading in favors and influence, nepotism and cronyism), and
- *Favoritism-based corruption (Undue trading in influence and favors, cronyism, nepotism and other forms of personal connections*- the so called "*Štela*") - the most prevalent form of corruption in the Balkans, affecting directly the quality of everyday life of the ordinary citizens of this region, especially the connections-poor ones. It stems from cultural habits of immediate/close social ties, generally **exclusive social ties**.

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Corruption as a violation of Human Rights

- The UN Human Rights Committee has defined discrimination as "*any distinction, exclusion, restriction or preference which is based on any ground such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status, and which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise by all persons, on an equal footing, of all rights and freedoms*".

By definition, corruption has both a discriminatory purpose and a discriminatory effect... it creates distinctions, or excludes, restricts or prefers, in ways that impede individuals from exercising one or more rights...

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Corruption in South Eastern Europe (The Balkans)



Characteristics specific to the countries in SEE:

- Public sector operations are non-transparent, performance is poor and distrust of the citizens towards public officials is high.
- The collapse of the Communist regimes left behind an over-extended public sector and high expectations in the population that it will receive assistance in all walks of life (a "*premature welfare state*", as it was called)
- The combination of weakness, lack of transparency and overburdening in the SEE public sectors constituted fertile ground for both petty and large-scale corrupt practices.

(Source: SELDI - Corruption Monitoring System, <http://www.seldi.net/indexes.htm>)

Corruption in SEE (The Balkans)



"No country of South Eastern Europe can afford the social, political and economic costs that bribery and corruption entail. As such, the fight against bribery and corruption has moved to the top of the regional political agenda"

(Source: Regional Anti-Corruption Initiative, Stability Pact for South Eastern Europe, <http://www.stabilitypact.org/anticorruption/>)

Corruption in SEE (The Balkans)

- "*The freeze in 2008 of considerable amounts of EU funds previously allocated to Bulgaria, due to a lack of progress in anti-corruption and judicial reform, seems to have strengthened the European Commission position in its demands for reform.*"
- *EU progress reports on accession candidates issued in October 2009, reflect to a large extent, the 2009 CPI ranking."*

(Source: Transparency International, Corruption Perceptions Index 2009, South Eastern Europe, Eastern Europe and Central Asia, http://www.transparency.org/policy_research/surveys_indices/cpi/2009/cpi_2009_table)

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Corruption in SEE (The Balkans)



“Of all citizens who reported the payment of a bribe, 43 per cent said that they instigated the offer to bribe a public official, while a similar number (45 per cent) noted that it was the public officials who either implicitly or explicitly made the request.”

(Source: UNODC: ‘Corruption in the western Balkans...’ <http://www.unodc.org/unodc/en/press/releases/2011/May/unodc-issues-new-report-on-corruption-in-the-western-balkans.html>)

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Corruption in Bosnia and Herzegovina

- “Bosnia and Herzegovina has made limited progress in tackling corruption, which is widespread throughout the public and private sectors, affecting the judiciary, tax and customs administrations, public procurement, and privatization...”
- ...Some measures have been taken to prevent corruption (e.g. on awareness-raising, education and training).
- However, corruption is prevalent in many areas and remains a serious problem throughout the public and private sectors. Anti-corruption policies and measures are not adequately implemented.”

(Source: European Commission, Commission Staff Working Document, *Bosnia And Herzegovina 2010 Progress Report* accompanying the Communication from The Commission To The European Parliament and The Council Enlargement Strategy and Main Challenges 2010-2011, pp. 14-15: <http://www.delibih.ec.europa.eu/files/docs/2010progress2.pdf>.)

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Corruption in Bosnia and Herzegovina

- The only three active legal mechanisms at the disposal of citizens to report cases corruption are the *Law on Conflict of Interest*, *Law on freedom of access to information* and toll –free numbers to report the cases of corruption such as that of *Transparency International BiH* or at the Police, in addition to the CPC BiH.

(Source: *The Prosecutor’s Office of BiH*: <http://www.tuzilastvobih.gov.ba/?opcija=sadrzaj&kat=4&id=41&jezik=:>
Ministry of Justice of Bosnia and Herzegovina: <http://www.mpr.gov.ba/en/str.asp?id=253>)

- However, the majority of citizens included in the *2009 TI BiH survey* think that the *Law on conflict of interests* is inefficient, while only half of them heard of the *Law on freedom of access to information*, of which the overwhelming majority had never referred to and never asked for information from the authorities.

- As for the toll-free numbers available to citizens for reporting the corruption cases, it is to be expected that with such perception, very few citizens would dare reporting corruption over the phone.
- (Source: *Transparency International*: <http://www.ti-bih.org/Articles.aspx?ArticleID=0BB1D804-0570-4648-A3BD-506D457FDC75>)

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Corruption in Bosnia and Herzegovina

Criminal Code of Bosnia and Herzegovina, XIX Chapter NINETEEN CRIMINAL OFFENCES OF CORRUPTION AND, CRIMINAL OFFENCES AGAINST OFFICIAL DUTY OR OTHER RESPONSIBLE DUTY

Includes sanctions against the following forms of corruption:

- Accepting Gifts and Other Forms of Benefits
- Giving Gifts and Other Forms of Benefits
- Illegal Interceding
- Abuse of Office or Official Authority
- Embezzlement in Office
- Illegal Collection and Disbursement, etc.

(Source: <http://www.iccnw.org/documents/criminal-code-of-bih.pdf>)

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Corruption in Bosnia and Herzegovina

- *Transparency International Bosnia and Herzegovina survey* presented in September 2009, (‘Promoting anti-corruption reforms’):

- “... a great majority of citizens emphasize the problem of corruption in employment procedures, and the alarming fact that more than half of those questioned (57%) personally know the people, whom they are certain of being employed through connections or nepotism in some municipal, cantonal, entity or state institutions, organizations or public companies.”

(Source: *Transparency International, 2009, Promoting anti-corruption reforms*; <http://www.ti-bih.org/Articles.aspx?ArticleID=0BB1D804-0570-4648-A3BD-506D457FDC75>)

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Corruption as a violation of Human Rights in Bosnia and Herzegovina

‘Štela’ (‘Connections’)- a Favoritism-based corruption prevalent in BIH

-an exclusive social capital and a discrimination

Particularly widespread sociological form of corruption is the favoritism-based form of corruption, popularly known as ‘connections’ (*cronyism, nepotism and undue trading in influence and favors*)

known in Bosnia and Herzegovina colloquially as ‘štela’.

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Corruption as a violation of Human Rights in Bosnia and Herzegovina

- The relationship of '*štela*' between two people acts as an unwritten contract and involves obligations that may, or may not, be financial. It derives from *immediate social ties*, and the use of it is widely spread throughout all layers of post-war Bosnian society and present in most relationships between people and service providers in BH, as well as between people in all other interactions.

(Source: UNDP: National Human Development Report – *The Ties That Bind: Social Capital in Bosnia and Herzegovina*, (<http://www.undp.ba/index.aspx?PID=36&RID=90>))

Corruption as a violation of Human Rights in Bosnia and Herzegovina

- The (ab)use of 'Connections' ('*štela*') is by no means peculiarity of the post-war society of BH. However, what is significant in BiH is the scope of the phenomenon, where it appears to pervade so entirely so many situations.
- It is the degree to which '*štela*' acts as disincentive, reduces the quality of services, blocks access to services and encourages corruption that is of such concern.

(Source: UNDP: National Human Development Report - *The Ties That Bind: Social Capital in Bosnia and Herzegovina* (<http://www.undp.ba/index.aspx?PID=36&RID=90>))

Corruption as a violation of Human Rights in Bosnia and Herzegovina

- Not only does '*štela*' produce inequalities, but it also significantly disempowers individuals.
- It creates a vulnerable group that has not been addressed much so far, at least not as a vulnerable group-the connections-poor citizens, individuals that do not practice 'using pulls'/'connections'/'favoritism' when attempting to obtain goods, services, or even rights that they are legally entitled to.

Corruption as a violation of Human Rights in Bosnia and Herzegovina

- The UNDP: *Ties That Bind-Social Capital in Bosnia and Herzegovina* survey (<http://www.undp.ba/index.aspx?PID=36&RID=90>) questionnaire included both direct and indirect questions about '*štela*'. The direct measure involved what degree people believe access to services requires *štela*.
- 95% of survey respondents reported that having '*štela*' is always or sometimes useful for access to basic social services.
- Nearly everyone said having '*štela*' is useful in obtaining most basic services, including access to education, employment and health care.

Corruption as a violation of Human Rights in Bosnia and Herzegovina

- 85.7% of people see *personal connections* as the only way to get a job and most people use family connections in their search for employment.
- More than one third of employed respondents said they had found their job through personal connections.

(see the table at : UNDP: National Human Development Report – *The Ties That Bind: Social Capital in Bosnia and Herzegovina*, <http://www.undp.ba/index.aspx?PID=36&RID=90>)

Connection between Sociological/Cultural and Legal/Criminological notions of corruption and its impact on Human Rights

- "Corruption (in the Balkans) also means something different (than in the West). Westerners think of corruption as the (often illegal) use of resources for the benefit of the few at the expense of the many. In the Balkan context, what Westerners call corruption is seen as the customary tool of political organization. No one holds the expectation that resources will be fairly distributed. The spoils go to the winners, and therefore people are not trying to change the system. They are trying to belong to it."

(Niemann Reports, '*Where Western Perceptions Clash With Eastern European Realities*' by Drew Sullivan - <http://www.niemann.harvard.edu/reports/article/102593/Where-Western-Perceptions-Clash-With-Eastern-European-Realities.aspx>)

Connection between Sociological/Cultural and Legal/Criminological notions of corruption and its the impact on Human Rights

- when a payment or gift is made to a health worker, it is difficult to say whether the purpose of the payment was to obtain treatment, to save time, to ensure proper treatment by corrupt means, or to express gratitude. There is a *fine line* here that should be analyzed carefully.

(Source: *United Nations Office on Drugs and Crime (UNODC)*: <http://www.unodc.org/unodc/en/press/releases/2011/May/unodc-issues-new-report-on-corruption-in-the-western-balkans.html>)

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Recommendations

Specific:

- **IHRCP + Transparency international:**
- **Protection of Human Rights and Anti-corruption advocates**
- **The Rights of Anti-Corruption Advocates that Are Often Violated:**
- *Freedom of opinion and expression*
- *Right to liberty and the right to personal security*

(Source: *International Council on Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Recommendations

- **Protection from the politicization of anti-corruption campaigns:**

Human rights mechanisms can be used as a means to protect anti-corruption advocates and prevent abuses

(Source: *International Council on Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Recommendations

- Two of the UN mechanisms of protection are particularly relevant for anticorruption advocates: the treaty bodies and the "special procedures"
- The main *Charter-based mechanisms* are the *Universal Periodic Review (UPR)* and the *Special Procedures* (Special Rapporteurs, Independent Experts and Working Groups) of the Human Rights Council.
- The *Treaty-based mechanisms* are committees created under the terms of international human rights treaties to supervise and monitor compliance with those treaties. They include the Human Rights Committee, the Committee on Economic, Social and Cultural Rights, and the Committee on the Rights of the Child

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Recommendations

- There are four kinds of treaty-based mechanisms: (a) a **reporting procedure**; (b) an **inter-state procedure**; (c) an **inquiry procedure**; and (d) a **complaints procedure**.

(Source: *International Council on Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Recommendations

- **Collaboration between HR and Anti-corruption organizations**
- **Raising awareness and empowering people**
- **Enforcement of existing law and the creation of new law and codes of conduct**
- **Apply new analytical techniques: Budget monitoring**

(Source: *International Council on Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Recommendations

- **Zoom in: give attention to local government**
 - Clientelism and patronage are one of the greatest challenges at local government level.
- Human rights organizations can play an essential role in monitoring corruption in local governments and assisting communities and the public to identify and denounce it. When doing so, they should give special attention to disadvantaged groups, minorities and less organized groups (including the network-poor and the connections-poor, as neglected marginalized groups, o.p. A.A.).

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Recommendations

- **Zoom in: give attention to local government**
 - opportunities to use inventive techniques – use of radio and theatre, and adoption of participatory investigation techniques and innovative methods for gathering information.

(Source: International Council on Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Recommendations

- **Engage the Media**
 - While on one hand the media in BiH generally provides very frequent and detailed reporting on corruption, the ethical (non-political) motives for such reporting is questionable.

(Source: International Council on Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection; http://www.ichrp.org/files/reports/40/131_web.pdf)

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Recommendations

- **Engage the Media**
 - "Almost all media—organizations and journalists—have political connections either directly through the political parties or indirectly through oligarchs and organized crime..... Ordinary people were seldom included in stories and how an issue affected them was rarely reported. Instead, members of the political elite set the news agenda and were the ones who were quoted and portrayed in stories..."

(Source: Nieman Reports, 'Where Western Perceptions Clash With Eastern European Realities' by Drew Sullivan - <http://www.nieman.harvard.edu/reports/article/102593/Where-Western-Perceptions-Clash-With-Eastern-European-Realities.aspx>)

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Recommendations

- **Engage the Media**
 - "... ..politicians might squander public resources while enriching themselves but technically their actions were not illegal. As a consequence, many reporters felt this was not a story because the activities were not illegal. I invented the term "**legal corruption**" to address these cases and change the reporters' perceptions..."

(Source: Nieman Reports, 'Where Western Perceptions Clash With Eastern European Realities' by Drew Sullivan - <http://www.nieman.harvard.edu/reports/article/102593/Where-Western-Perceptions-Clash-With-Eastern-European-Realities.aspx>)

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Recommendations

- **Engage the Media**
 - ...Where we have succeeded is in bringing together a number of like-minded journalists who have the desire to expose corruption and reveal the activities of organized crime figures—all in an effort to inform the public..."

(Source: Nieman Reports, 'Where Western Perceptions Clash With Eastern European Realities' by Drew Sullivan - <http://www.nieman.harvard.edu/reports/article/102593/Where-Western-Perceptions-Clash-With-Eastern-European-Realities.aspx>)

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Recommendations

• **Set an example**

- NGOs and other institutions also need to take steps to avoid becoming corrupt themselves.
- Human rights organizations and NHRIs should be financially transparent themselves
- Information needs to be socially contextualized, information available in an appropriate form to those who have a legitimate interest in their work.
- Codes of conduct that clearly identify and sanction corrupt forms of behavior, promote good practices (on recruitment of staff for example), and protect staff when attempts are made to corrupt them, may be useful.

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

Challenges human rights organizations may confront

- **Structural corruption and low salaries**
- **Ensuring credibility**
- **Rights-awareness training and confidence-building**
- **The limits of access to information laws**
- **Weak prosecutors and anti-corruption offices:**
The engagement of international prosecutors at the Department for Organized crime, Economic Crime and Corruption of the Prosecutor's Office of BiH was terminated over a year ago. No alternative mechanism was put in place to empower and protect local prosecutors
Consider re-empower the international anti-corruption intervention by all available means, coupled with international support to those genuinely anti-corruption-focused NGO's, (observation by A.A.)
- **Working beyond borders**

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; http://www.ichrp.org/files/reports/40/131_web.pdf)

General Recommendations

Addressing the "everyday corruption" (corruption at the Public Administration/Local Gvmt. level):

- Fighting corruption (specifically 'connections') at this level might be addressed through creation of independent ethical bodies to monitor ethical codes and internal rules in the public services sector such as Public Health Institutions, Schools, Municipalities, etc.
- So far, citizens do not have any objectively impartial body or mechanism to address their complaints in public institutions, as the complaint books are controlled by the very same public institutions charged by citizens for favoritism.

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General Recommendations

Addressing Sociological/cultural elements of corruption:

- Empowering ethical reasoning in the society

- Introduction of Ethics throughout the entire schooling system, social networks and media should be seriously taken into consideration, as a mechanism to empower anti-corruption and other Ethical values inside the value system of the society.

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General Recommendations

Addressing Sociological/cultural elements of corruption:

- Empowering ethical reasoning in the society

- *"Although an act is committed within legal parameters it may lie outside moral boundaries. A corrupt act can be camouflaged by lawful justification. For example, 'undue emphasis on narrow legalism has obscured more subtle yet costly manifestations of misgovernance' where "'legal corruption" may be more prevalent than illegal forms."*

(Source: D. Kaufmann, September 2006, *Corruption, Governance and Security. In: World Economic Forum. Global Competitiveness Report 2004/2005.*)

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General Recommendations & Conclusion

Addressing Sociological/cultural elements of corruption:

- Empowering ethical reasoning in the society

- *"Corruption encompasses undue influence over public policies, institutions, laws and regulations by vested private interests at the expense of the public interest. Cultural change, rather than legal change, may be necessary to impede corrupt behaviour. Non-corrupt actions may be within the letter of the law but do not account for the spirit of the law. The legal approach diminishes the role of moral discretion and is constrained by clearly defined edicts."*

(Source: Elaine Byrne, 2007: *'The Moral and Legal Development of Corruption: Nineteenth and Twentieth Century Corruption in Ireland'*, PhD Thesis, University of Limerick, <http://elaine.ie/2009/07/31/definitions-and-types-of-corruption/>)

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Epilogue: The Visible Violations of Human Rights by Corruption



Queues in public health institutions encourage the practice of Patients seeking 'connections' in order to obtain preferential treatment, which often includes basic kindness by medical staff, and even kindness is often lacking in interactions with 'ordinary patients', patients with no 'connections'. Such practice clearly creates *discrimination*.

Epilogue: The Visible Violations of Human Rights by Corruption



Begging has become particularly widespread in Bosnia and Herzegovina in the after-war period, and there is no sufficient transparency from the relevant Public institutions as to whether or not there have been funds designated to fighting poverty and begging, as well as no transparent declaration of funds designated both locally and internationally for this purpose.

Epilogue: The Visible Violations of Human Rights by Corruption



Private houses built on a cultural/historical heritage site!

Not only is this contrary to legal and ethical principles, but is also contrary to aesthetical ones, and violations of ethics often go hand in hand with the violation of aesthetics.

Epilogue: The Visible Violations of Human Rights by Corruption



Illegal building has become particularly widespread in the after-war period in Bosnia and Herzegovina.

Not only are they contrary to any decent urban development standards, but they are often endangering human lives too, as they are often "allowed" by the authorities to be built at the land slides!

This is the price of authorities turning a blind eye... or being bribed (corrupt)?

Epilogue: The Visible Violations of Human Rights by Corruption



Cars parked on pavement!

Negligence/indolence? Poor country's living standards?...or perhaps some corruption too on the part of authorities?

Epilogue: Visible Violations of Human Rights by Corruption



Bad roads might have to do with corruption too...

Epilogue: The Visible Violations of Human Rights by Corruption



There seems to be a natural likelihood that people will break laws in the absence of the Rule of Law (the implementation of laws and sanctions) and develop corrupt practices, that may become habits and gradually a part of culture...

...ranging from very minor ones (e.g. crossing at the green zone forbidden for pedestrians, in spite of an obvious sign! See the photo!) all the way up to bribing and undue (unethical) *trading in favors and influence* at the top institutional level...

The Seven Principles of Public Life, also known as the "Nolan principles".

- **Selflessness** – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- **Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- **Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** – Holders of public office should promote and support these principles by leadership and example.