Leadership for Good Governance

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2ND NATIONAL INTEGRITY STRATEGY TRAINING PROGRAM
BCS ADMINISTRATION ACADEMY, DHAKA
FEBRUARY 10, 2016, 09:30 AM

Outline

- What is Leadership?
- Effective Leadership- Core Principles of Good Leadership
- Governance: Main Characteristics of Good Governance
- Worldwide Governance Indicator: Status of Bangladesh
- Leadership and Governance in Banking Sector of Bangladesh
- Linking CSR with Corporate Governance
- Initiatives by Bangladesh Bank emphasizing on good corporate governance
- Corporate Governance stipulated in Bank Company Act 1991
- Wrapping up

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What is Leadership?

- Leadership is an **active**, living process-- rooted in character, forged by **experience** and communicated by **setting examples**.

- In management theories leadership deals with
- Change
- Inspiration
- Motivation and
- Influence

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What is Leadership? (contd..)

- Leadership is not about competency models, personality traits or formulas- it is about having the lasting energy to stay true to your vision for positive change even in the face of most powerful resistance.

- Leaders in every organization are facing different challenges;

- The most common and at the same time difficult one is transforming the potentials into performance.

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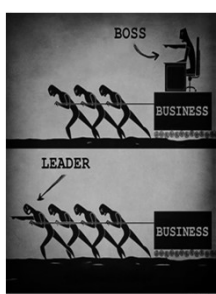
What is Leadership? (contd..)

- *"A leader is one who knows the way, goes the way, and shows the way."* --John Maxwell

- *He who has never learned to obey cannot be a good commander- Aristotle*

> **Too Many Bosses, Too Few Leaders** -
> A must read book by Rajeev
> Peshawaria

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Effective Leadership

- Most organizations are working at 65% of potential- huge performance void is caused by leadership void.

- A true leader can change the society, nation, even whole world.

- Example: Mahatma Gandhi, Nelson Mandela, Martin Luther King Jr., Abraham Lincoln, our Father of the Nation Bangabandhu, etc.

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Effective Leadership (contd…)

- A great leader is
  - Someone who inspired you to show up every morning and do your best possible work,
  - Someone who made you believe in yourself,
  - Someone who genuinely cared about your success and
  - Someone whom you wanted to follow willingly.

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Effective Leadership (contd…)

- It is all about the art of harnessing human energy toward the creation of a better future.

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Core Principles of Good Leadership

- Stay in control and focused. Clearly define purpose and values.
- Enlist and energize key influences around team members.
- Understand the people you lead.
- Create conditions that will galvanize the energy of others to facilitate sustainable collective success.
- Invigorate the entire organization.
- Framework for defining and developing your own leadership agenda.
- Creation of a culture of excellence in the organization
- Reward the performers.

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Three steps followed by leaders

- Leaders who achieve exceptional results despite the toughest of challenges are able to do so as they know how to:
  - Identify sources of unlimited emotional energy to fuel themselves.
  - Enlist a few co-leaders and align their energy toward shared purposes.
  - Galvanize the energy of large numbers of people to create sustainable collective successes.

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Governance: defined as

- "…the manner in which public officials and institutions acquire and exercise the authority to shape public policy and provide public goods and services" – World Bank

- "the manner in which power is exercised in the management of a country's economic and social resources for development"-ADB

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Main Characteristics of Good Governance

owsposters.org

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Main Characteristics of Good Governance (contd…)

- **Accountable**

Government has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.

- **Transparent**

People should be able to clearly see how and why a decision was made – what information, advice and consultation council considered, and which legislative requirements (when relevant) council followed.

- **Follows the rule of law**

The decisions are consistent with relevant legislation or common law and are within the powers of council.

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Main Characteristics of Good Governance (contd…)

- **Responsive**

Government should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.

- **Equitable and Inclusive**

A community's wellbeing results from all of its members feeling their interests have been considered by council in the decision-making process. This means that all groups, particularly the most vulnerable, should have opportunities to participate in the process.

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Main Characteristics of Good Governance (contd…)

- **Consensus Orientation**

Good governance mediates differing interests to reach a broad consensus on what is in the best interests of the group and, where possible, on policies and procedures.

- **Effective and Efficient**

Government should implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.

- **Participatory**

Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision.

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Good Governance

- Good governance promotes
  - equity,
  - participation,
 - pluralism,
  - transparency,
  - accountability and
  - the rule of law, in a manner that is effective, efficient and enduring - United Nations. (http://www.un.org/en/globalissues/governance/)
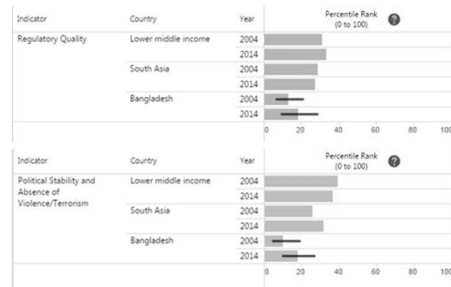
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Worldwide Governance Indicator: **Indicate substantial improvement for Bangladesh** (Voice and Accountability, Rule of Law)

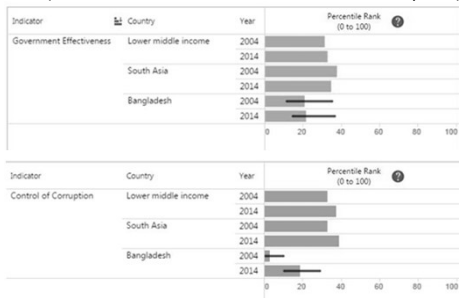Source: http://info.worldbank.org/governance/wgi/index.aspx#reports
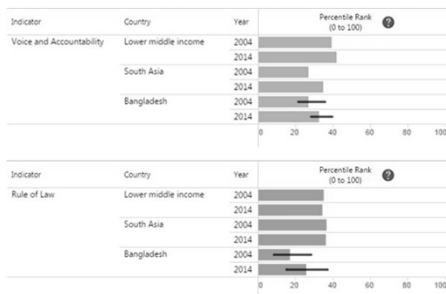
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Worldwide Governance Indicator (Regulatory Quality, Political Stability)

Source: http://info.worldbank.org/governance/wgi/index.aspx#reports

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Worldwide Governance Indicator:
(Government Effectiveness, Control of Corruption)

Indicator	Country	Year	Percentile Rank (0 to 100)
Government Effectiveness	Lower middle income	2004	
		2014	
	South Asia	2004	
		2014	
	Bangladesh	2004	
		2014	

Indicator	Country	Year	Percentile Rank (0 to 100)
Control of Corruption	Lower middle income	2004	
		2014	
	South Asia	2004	
		2014	
	Bangladesh	2004	
		2014	

Source: http://info.worldbank.org/governance/wgi/index.aspx#reports

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Good governance for economic growth

- The greatest threats to good governance come from **corruption**, **violence** and **poverty**, all of which undermine *transparency*, *security*, *participation* and *fundamental freedoms*.- UN

- How do we develop more effective, accountable systems of governance that will facilitate and accelerate economic growth and social development?

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Role of Leadership for Good Governance

- Any **leader** and all teams, organizations and nations succeed in the long run because of the strategic support and expert oversight they receive that keep them and their organizations on the right path.

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Leadership and Governance in Banking Sector of Bangladesh

- As the financial sector regulator, Bangladesh Bank has always been proactive in prescribing and revising the required standards of **corporate governance** including **disclosures**, and **risk management** in banks and financial institutions.

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Leadership and Governance in Banking Sector of Bangladesh (contd…)

- Corporate leaders in the financial sector must act together to instill firmly an institutional ethos of socially and environmentally responsible financing for all productive pursuits, shunning speculative risk taking for quick gains at the expense of longer term sustainability.

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Leadership and Governance in Banking Sector of Bangladesh (contd…)

- Sharpening of corporate visions and goals,

- Sharpening of role definitions and accountabilities,

- Enhancing risk management capabilities, internal control and disclosure adequacy will be crucial in attaining the high ratings of banks and NBFIs.

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Why Good Governance Required

- Sound corporate governance may permit the supervisor to place more reliance on the bank's internal process.

- Good governance is very important in bank management in order to strengthen the financial base of the bank and obtain confidence of the depositors.

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Linking CSR with Corporate Governance

- Bangladesh Bank (BB) has been proactively pursuing ingraining of a socially responsible financing ethos in the corporate goals and objectives of banks and financial institutions.

- CSR activities in the financial sector of Bangladesh have expanded several fold over the past few years (8 times in the last 5 years), in direct support for socioeconomic empowerment of the less well off population segments with extensive schemes in areas of health, education and emergency disaster relief.

- In 2014, Bangladesh Bank has issued structured guidelines for CSR fund allocation and utilization to facilitate orderly planning and implementation of CSR initiatives.

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Linking CSR with Corporate Governance (contd…)

- At present 'Corporate Social Responsibility' together with 'Corporate Governance' have been branded as one of the most important factors in the banking sector in our country.

- It is fast spreading in the sector under the leadership of the Bangladesh Bank. The combination of these two aspects offers long-term benefits for any organization.

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Linking CSR with Corporate Governance (contd..)

- The benefits in the banking sectors are:
  - ✓ Reducing risk,
  - ✓ Attracting new investors,
  - ✓ Enhancing sustainability.

- Attaining high quality of corporate governance is important for creating and maintaining investor confidence in the corporate businesses and more so for banks as they are highly leveraged and engaged in risk bearing investments with depositors' funds in a fiduciary role.

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Initiatives by Bangladesh Bank

- Bangladesh Bank ensures the responsible, value-driven management and control through the system of corporate governance, which has four key elements:
  - ✓ Good relations with shareholders;
  - ✓ Effective cooperation between the Management and the Supervisory Boards;
  - ✓ System of performance-related compensation for managers and employees and
  - ✓ Transparent and early reporting.

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BB's Own initiatives to ensure Good Governance

- BB has its own strategic plan to implement which reviews the progress every year through Executive Retreat;

- BB's support to National Integrity Strategy;

- Recognition award for BB's own staff and foreign training for newly recruited ADs;

- Best performer bank award for agriculture credit, CSR, etc,.;

- Journey towards farmers to observe credit disbursement activities;

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BB's Own initiatives to ensure Good Governance

- Complete Digitization
  - Enhance transparency;
  - Automated salary disbursement, transfer, promotion system;
  - Digital dash-board;

- Setting up of CIPC to handle customer complains.
  - Hot line number # 16236

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Initiatives by Bangladesh Bank (contd.)

- In order to ensure good governance, Bangladesh Bank has issued guidelines for bank-companies to follow:
  - While appointing and devising the role-responsibilities and authorities of the Chief Executive Officer, Managing Director, Advisor and
  - In forming the Board of Directors.

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Emphasis on Corporate Governance by Bangladesh Bank

- BB emphasizes on certain issues of Corporate Governance through **Bank Company Act 1991**:
  - Every banking company other than specialized banks, shall obtain approval of BB before appointing and/or removing a director, managing director.
  - No person shall qualify for appointment as director or managing director of a banking company if he does not fulfill the **'fit-and-proper'** criteria.

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…. Corporate Governance stipulated in Bank Company Act 1991

- No banking company shall have more than 20 directors including at least 3 independent directors; however, if the number of directors is less than 20, the banking company may have 2 independent directors.
- The term of the office of the Director of a banking company shall be three years. A director shall not hold office for more than two consecutive terms.

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…. Corporate Governance stipulated in Bank Company Act 1991…

- Role of the Board-
  - The board of directors shall be responsible for establishing policies for the banking company, for risk management, internal controls, internal audit and compliance and for ensuring their implementation.

  - Each bank shall establish an Audit Committee, the members of which are selected from among the members who are not in the executive committee of the board.

  - Each bank shall establish a Risk Management Committee made up of directors of the bank.

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…. Corporate Governance stipulated in Bank Company Act 1991…

Internal Audit and Control-
  - The board of directors of a bank-company shall cause the bank to establish an effective internal audit and control system. The internal audit system shall be operated independently of management and its reports are to be presented to the Audit Committee.

  - If a person fails to disclose an interest or a material relationship, a court of competent jurisdiction may set aside the contract. In addition, BB may suspend such person from office for maximum one year.

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Formation and responsibilities of the Board of Directors BRPD Circular No. 11/2013:

• Obtain prior approval of Bangladesh Bank before appointing and removing bank directors.

• Fit and Proper Test for appointment of Bank Directors

• Responsibilities and authorities of the board of directors:
  – Board can only form 3 committees; Executive Committee, Audit Committee & Risk Management Committee.
  – Executive committee- to perform urgent and routine works between the intervals of two board meetings.

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Formation and Responsibilities of the Board of Directors (contd.)

• Responsibilities of the Chairman of the board of directors:
  – Chairman does not personally possess any policymaking or executive authority, and shall not participate/interfere in administrative or operational and routine affairs of the bank.

  – Any complaint against the CEO shall have to be apprised to Bangladesh Bank through the board along with the statement of the CEO.

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Appointment and Responsibility of CEO BRPD Circular Letter No.18/2013

• Before appointment of Chief Executive, prior permission from Bangladesh Bank should be obtained.
• The following aspects are considered:
  – Moral Integrity
  – Experience and Suitability
  – Transparency and Financial Integrity
• Full bio-data and terms & conditions of appointment (mentioning direct and indirect payable salary and allowances and facilities) should be submitted to BB.

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Appointment and Responsibility of CEO (contd.)

• Duties and responsibilities:
  – Discharge responsibilities in terms of business, financial and administrative authorities as vested by the BOD.

  – Ensure compliance of BCA 1991, and others applicable laws and regulations.

• The CEO can not be removed without the consent of Bangladesh Bank.

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Appointment of Advisor and Consultant BRPD Circular Letter No. 19/2013

• Prior approval from Bangladesh Bank is mandatory before appointing advisor.

• Advisor can advise only on those matters specified in the TOR. He/she can't perform routine works, nor can exercise any power or participate in the decision making process of financial, administrative, operational activities.

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Transactions with Bank Related Persons BRPD Circular No. 04/2014

• Bank-related Persons' means:
  – any director, managing director or chief executive officer of the bank and any significant shareholder of the bank;
  – spouse of any a director, managing director or chief executive officer or significant shareholder of the bank by marriage;
  – any entity in which a director or significant shareholder of the bank is also a director or significant shareholder;
  – any person that has a significant interest in an entity in which the bank has a significant interest;
• No banking company shall enter into a transaction with or for the benefit of a bank-related person, if such transaction would be entered into on less favorable terms and conditions to the banking company than would be agreed if the counterparty were not related to the banking company.

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Transactions with Bank Related Persons (contd.)

- Funded exposure of a bank to its bank related person and in favor of their interest must not exceed 10% of the bank's Tier-1 capital. Funded facilities fully backed by cash or en-cashable securities will be excluded for calculation of exposure.

- Directors' Loan:
  - The total amount of the loan facilities extendable to a Director or to his relatives should not exceed 50% of the paid-up value of the shares of that bank held in Director's own name.

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Significant Shareholders of a Bank
BRPD Circular No. 15/2014

- A person or institution or company, acting directly or indirectly, alone or in concert with another person, holding more than 5 percent of the equity interest in a bank requires prior authorization from BB.

- Intending Significant Shareholder(s) shall apply to BB through the respective bank in prescribed form. For individuals, the form must be completed and signed by that person; for institution or company an authorized person may fill out the Form.

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Other Initiatives by Bangladesh Bank

- Bangladesh Bank's role in the journey towards good corporate governance and leadership excellence includes:
  - ✓ Bangladesh Bank has been involved with a helping hand and supporting infrastructure like the IT platform already in place for online reporting and data base access.

  - ✓ Setting up a world-class Centre for Leadership Excellence in the Financial Sector in Chittagong which will primarily focus on leadership and management with better corporate governance in the financial sector.

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Wrapping up

- We wish to create an environment fostering dynamic leadership
- We all are actively engaged in unleashing the desired creative energies from each of our through participatory engagements in terms of
  -benchmarking
  -sharing experiences
  -targeting changed outcomes
  -implementing and
  -monitoring those objectives.

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Wrapping up (contd...)

- The corporate governance regulations and guidelines in Bangladesh are evolving in line with the Basel based global best practice standards, adapted appropriately to the specifics of our local environment.

- Bangladesh Bank is trying to combine corporate social responsibility and corporate governance with effective leadership.

- These aspects offer long-term benefits to the banking sector, such as reducing risk and attracting new investors, shareholders and more equity as well as enhancing stability.

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Q/A

Thank you

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Impact of Corruption on Good Governance & Development

Manzoor Hasan, Barrister

ED, South Asian Institute of Advanced Legal & Human Rights Studies

BRAC University

Thursday, 28th January 2016

Definition

- Corruption is the use of public resources for private gain

- Corruption is an opportunist behavior aimed at producing benefits for individual or group at the expense of society

- Corruption can be measured by corruption Index (CPI), which ranks countries based on how investors, political and risk analysts, and the public perceive levels of corruption

Introduction

- **Corruption Debates- Two Views**
- View 1- It may encourage inefficiency and discourage wealth creation and growth

- View 2: It may **"grease" wheels of bureaucracy**, and make government more responsive to the needs of investors and society

Causes of Corruption

- Rapid economic and social change
- Strong kinship/political ties
- New institutions – creating more 'gatekeepers'
- Conflict of interests
- Political softness – lack of ethical leadership
- Low Pay
- Lack of information

Robert Klittgard's Formula

Monopoly + Discretion – Accountability = Corruption

Governance

- The concept of "governance" is not new. It is as old as human civilization

- "governance" means: the process of decision-making and the process by which decisions are implemented

- The challenge facing all societies is to create a system of governance that promotes, supports and sustains human development

Definition

The United Nations Economic and Social Commission for Asia and the Pacific defines good governance as a process which is:

participatory, consensus oriented, accountable, transparent, responsive, effective and follows the rule of law to assure that corruption is minimized. The decision-making process is also responsive to the present and future needs of society

Aspects of Good Governance

Consensus Oriented		Accountable
Participatory	■ Aspects of Good Governance	Transparent
Rule of law		Responsive
Effective & Efficient		Equitable and inclusive
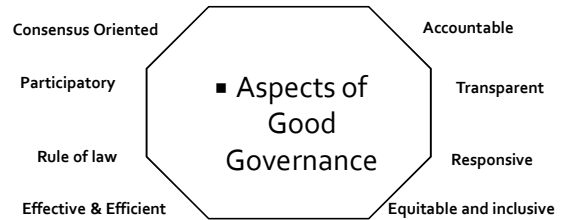
Definition

Participation:
- It is a key cornerstone of good governance.
- Participation of people can be ensured either direct or through legitimate intermediate institutions or representatives

Rule of law:
Rule of law refers to the impartial enforcement of a law

Transparency and accountability:
- Rules and regulations need to be followed in an open and traceable manner
  Decision-makers and implementers need to be accountable to those who are affected by their decisions and actions

Definition

Responsiveness:
- All institutions and processes should serve all stakeholders within a reasonable timeframe

Consensus oriented:
- Good governance need to consider several actors and their view points in a given society.
- Good governance requires mediation of the different interests in
- society to reach a broad consensus in society

Equity and inclusiveness:
- Ensuring a society that make its members' belief that they have a stake in it and do not feel excluded from the mainstream of society

Definition

Efficiency and effectiveness:

Good governance must involve meeting the needs of society through making best use of the resources available

Costs of Corruption

- 1.Studies show corruption has negative effects on economic development by contributing to less effective governance and retarding wealth creation, reversing democratic gains made since the end of the cold war, making economies less able to sustain viable and effective economic systems.

- 2. Cost of public service is high to provide more income to civil servants- contributes to high transaction costs

Costs of Corruption

- 3. Increases the burden of the public sector on citizens

- 4. It demoralizes, and leads to political opportunism such as 'rent seeking" that contribute to inefficiency

- 5. Leads to inability of a government to sustain professionals and administrators

- 6. Encourages the underutilization of skilled and educated labor cost or the 'brain drain'

Costs of Corruption

- 7. Distorts international trade and investment

- 8. discourages investment and leads to capital flight

- 9. May stunt innovation and introduction of new technologies

Policy Changes

- Examining the incentives and rules that regulate socio-political interaction of society and **change those incentives if they are flawed**

- Promote good governance that is accountable, transparent, honest, participatory, guarantees economic freedom, rights of individuals to freely exchange and contract, based on well secured property rights by law

Reforms

- Move forward with constitutional reforms with constitutional limits on government officials to prevent abuse of power, guarantee economic freedoms, and to controls negative incentives. A clear delineation of political/public activities from private economic activities is necessary

Thanks

- **Discussion Session**
- **mhasan56@gmail.com**

National Integrity Strategy (NIS)

Prof. M. Emdadul Haq MA PhD
NSU
28 January 2016

Contents

✓ **NIS: from ancient Greece to the modern world**
✓ **Components & Advantages**
✓ **Institutions & Strategic Planning**
✓ **NIS in Malaysia, Singapore & Hong Kong**
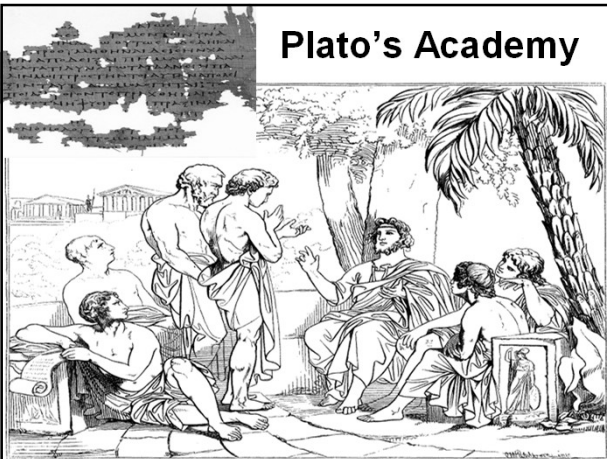✓ **Bangladeshi attempts & failures**
✓ **Conclusions**

Picture: The Court of Thirty Tyrants in ancient Greece

Searching for the idea of 'good life' in ancient Greece by Socrates & his disciple Plato.

Plato's Academy

Classical example

Platonic Scheme of 'Ideal State':
- State run Education system
- The notion of Philosopher King
- Communism for the guardian class
- Establishing Justice in the society
- Specialization of functions
- Women emancipation
- Social mobility between the classes
- Temperance as a social order

Greek Temple Model

Anti-corruption Edifice
(adapted from: www.transparency.org)
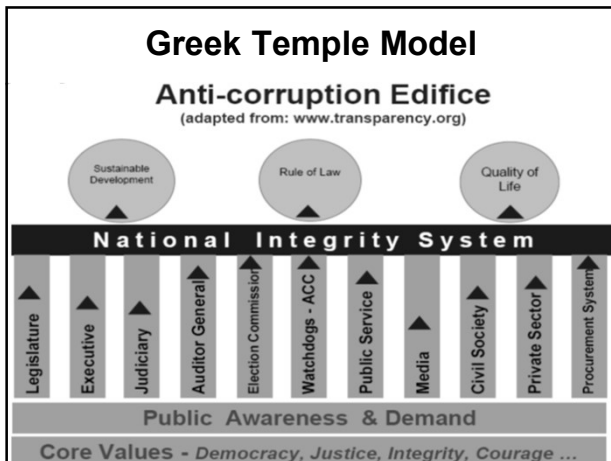
Context in the 1990s

- The Fall of Berlin Wall
- Decimation of the former Soviet Union
- Strategic retreat in the Communist Block
- Escalation of corruption across the globe
- Bangladesh becoming 'Champion' in the TI Corruption Index
- UNCAC Conference in December 2006
- Developing NIS for turning the tide of global corruption.

Seven components

The *TI* 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.

NIS Institutions

NIS would deal with two sets of institutions:

State institutions: Parliament, Executive, Judiciary, Civil Service, Police, EC, OCAG, Local Government, ACC, PSC, NHRC, Information Commission, Ombudsman.

Non-state institutions: Political Parties, Family, Civil Society, Nonprofit organizations, NGOs, INGOs, Private / Business Sector & Media.

The NIS adopted in different countries to engage individuals in their respective institutions can lead to higher state of development.

NIS Institutions

NIS would require a set of goal oriented actions by institutions to comply with values & principles, policies, systems & procedures targeting prevention of corruption at the societal level.

Rationale:
– Corruption cannot be fought through prosecution alone.
– Moral response is needed for prevention.
– ACC's efforts need to be complemented by Ombudsman.
– Similar initiatives have worked in other countries.

Advantages of NIS

- Reduce corruption & enhance integrity throughout the society
- Create transparent, efficient & effective public & private sector institutions that would inspire public confidence.
- Involve key institutions, laws & practices to contribute towards ensuring integrity, transparency & accountability in a society
- Analyze the extent & causes of corruption
- Examine the adequacy & effectiveness of national anti-corruption efforts.

NIP in Malaysia

- Comprehensive integrity mechanism of National Integrity Plan (NIP) in August 2005
- Establishment of the Integrity Institute of Malaysia (IIM) in 2007 for implementation of NIP
- The basic components:
  - Family
  - Community
  - Civil Society (NGOs)
  - Socio-cultural institutions
  - Religion
  - Economy
  - Politics & Administration.

Components of NIP

Enculturation of Integrity

NIS in Hong Kong

The Royal Hong Kong government on 15 February 1974 had established an *Independent Commission Against Corruption* (ICAC)

- Investigative, preventive, & communications functions against corruption.
- Community education & awareness raising activities as core values.
- Revelations of investigators working on the enforcement side.
- Developed a coherent & coordinated set of strategies.

Hong Kong

- Enforcement technique of prosecuting officials who possess unexplained wealth.
- Monitoring of the daily work of the ICAC by Citizens' advisory committees.
- Independence from political interference and placed in the office of the governor.
- Adequate resources have been provided.
- Support of independent courts committed to the Rule of Law.

Hong Kong

Independent Commission Against Corruption (ICAC) spearheads:

- Fight against corruption through cooperative efforts in operational, preventive & educational fronts.
- Well defined laws on corruption followed up by corruption reports, investigation, & prosecution.
- Civil Service Regulations to declare assets regularly - which are open to public scrutiny.

Hong Kong

- Maintaining politically neutral, clean, & efficient civil service;
- Robust & first-class law enforcement agencies, especially the police;
- Preservation of an independent judiciary;
- Maintenance of rights & freedoms protected in accordance with law;
- Ensuring open & clean elections supervised by independent statutory body;
- Enhancement of corporate governance in the business sector.

NIS in Singapore

Corrupt Practices Investigation Bureau (CPIB):
- Prevention rather than cure.
- Recruited fresh blood in CPIB.
- Increased compensation of public sector employees.
- Government-government partnership in deterring corrupt practices.

Singapore

- The agency's placement in the office of the prime minister.
- Personal commitment of the PM in deterring corruption.
- Separateness from the public service.
- Autonomy of operation reflected in both law & practice.
- Bodies devoted entirely to investigate corrupt acts & preparing evidence for prosecution.

Singapore

- Independent & strong role of Corrupt Practices Investigation Bureau (CPIB);
- Attorney General's Chambers & courts;
- Draconian anti-graft laws enforced by efficient & independent anticorruption agencies;
- Political leaders with foresight & integrity & strong will to build clean institutions;
- Integrity internalized & embedded across the state organizations & institutions.

Bangladeshi Attempt

Background
- Bangladesh becoming 'Champion' in the TI global corruption index during 1997 - 2001;
- Foundation of the ACC in 2004;
- Bangladesh's accession to UNCAC and GAP analysis study in February 2007;
- The then Caretaker Government in August 2007 engaged IGS of BRAC University for developing a 'Citizen-centred National Integrity Strategy'.
- In association with the ADB and the Ministry of Law and parliamentary Affairs IGS launched Government policy document on *National Integrity Strategy* (NIS) in mid 2008.

Bangladeshi Attempt

- *NIS Framework* maintained that 'corruption has emerged as a major deterrent against growth and development in the country'.
- It brought together potential integrity initiatives of major institutions in Bangladesh.
- The *NIS Framework* was approved by the Cabinet Division in October 2008.
- The political government, however, refrained from ratifying it in the parliament immediately.
- Nevertheless, the Bangladesh government in line with UNCAC provisions adopted a number of legislation during 2009-12.
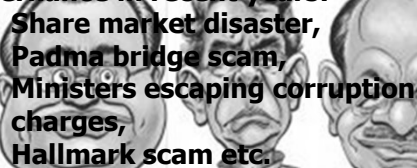
Bangladeshi Attempt

- The NIS has been adopted as a policy document to prevent corruption through institutionalization of integrity among the members of the public officials.
- The NIS (*Jatiyo Shudhachar Koushol*) has been adopted by Bangladesh Government in October 2012 as a policy to prevent corruption.
- The Cabinet Division in its *Independent Review of National Integrity Strategy (NIS)* in May 2013 showed the modalities of NIS application in the country.

Bangladeshi Attempts

- To facilitate the implementation process the government introduced *National Integrity Implementation Unit (NIIU), National Integrity Advisory Council (NIAC)* and *Executive Committee of the National Integrity Advisory Council (ECNIAC).*
- Being instructed by NIIU of Cabinet Division *Ethics Committees* have been formed in all Ministries/ Divisions including Constitutional & Statutory Bodies.

Bangladeshi Failures

Series of integrity failures in public governance in recent years:
  Share market disaster,
  Padma bridge scam,
  Ministers escaping corruption charges,
  Hallmark scam etc.

Waning image of the public leadership, judiciary, ACC, enforcement agencies & the public servants.

Bangladeshi Failures

TIB in its assessment report in 2014 identified weaknesses as follows:
- 'weak oversight functions, insufficient resources, lack of incentives, dearth of technical and professional competence of concerned actors, politicisation, nepotism, and corruption and an absence of exemplary punishment for corruption leading to a culture of impunity/denial'.
- It also continued by saying that 'low awareness of citizens of their rights and inadequate access to information' are other obstacles in the implementation process.

Conclusion

- NIS in Bangladesh is not home grown rather initiated by ADB, promoted by KOICA and then currently pursued under the Technical Cooperation project of JICA.
- The project has successfully completed the ground work for the formation of Ethics Committees, assignment of Integrity Focal Points, formulation of NIS work plans by 53 institutions, drafting an NIS road map, & formulation of NIS monitoring Guidelines.
- Forming integrity management committee within the public service can monitor, promote the integrity & conduct of the employees.

Conclusion

- For making the current policy effective there should be also a strategic planning to involve public in the social movement against corruption.
- A system of transparency & accountability should also should be maintained to streamline & monitor financial & public procurement activities.
- Once a sound NIS is implemented, political leadership would be in a moral position to provide guidance to public officials as to how they should act, take decisions & use discretion in their day to day services.

Policies and Programs of Corruption Prevention in Bangladesh

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Anti-Corruption Commission
Dhaka Bangladesh
January 2016

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Outline of Presentation

1. Anti-Corruption
2. United Nations Convention Against Corruption (UNCAC)
3. Anti-Corruption Commission Bangladesh
4. Preventive Measures in Bangladesh
5. Demand side Approach to Corruption Prevention
6. Measuring Corruption prevention
7. Successful Anti-Corruption Agencies
8. Concluding Remarks
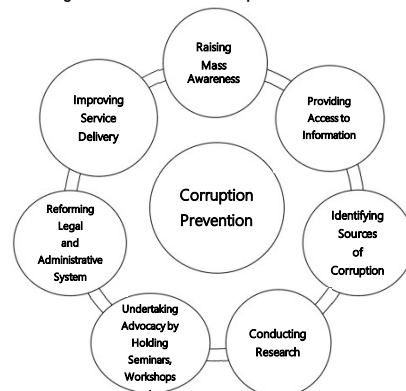
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1. Anti-Corruption

Figure 1 Anti-Corruption
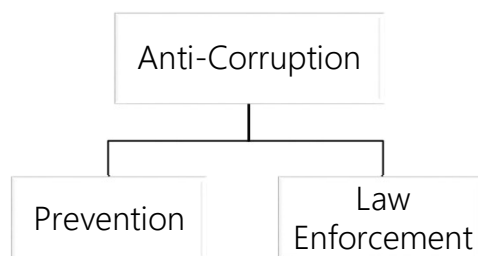
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1.2 Corruption Prevention

The dimensions of corruption prevention are shown below

Figure 3: Dimensions of Corruption Prevention

4

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2. United Nations Convention Against Corruption (UNCAC) Provisions on Corruption Prevention

- Articles 5-14 of Chapter II of the UNCAC deal with 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

Bangladesh acceded to UNCAC in February 2007

5

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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.

6

3.1 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.

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3.2. 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 in compliance with Article 13 of the UNCAC, ACC constituted 9 City Corruption Prevention Committees, 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.
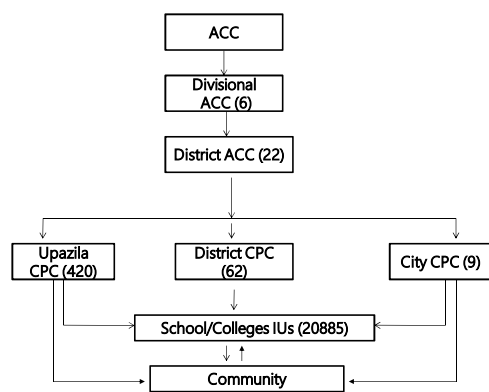
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Figure 4: Institutional Framework for Corruption Prevention

9

4. Preventive Measures in Bangladesh
4.1 Major Preventive 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 in dailies

• Media awards

• Awarding the best CPCs at district/city and upazila levels for their contribution to corruption prevention at grass-roots level

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4.2 On-going 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 GIZ.

◦ Building up an international standard dynamic Website of ACC with the technical assistance of GIZ.

◦ 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
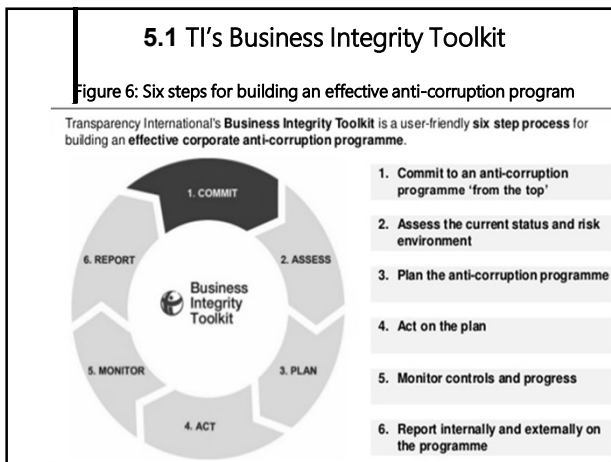
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5. Demand Side Approach to Corruption Prevention

• The ACC has adopted the demand side approach to corruption prevention for empowering citizens to monitor the delivery of public goods 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 five 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

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Figure 5. WDR 2004 Social Accountability Framework
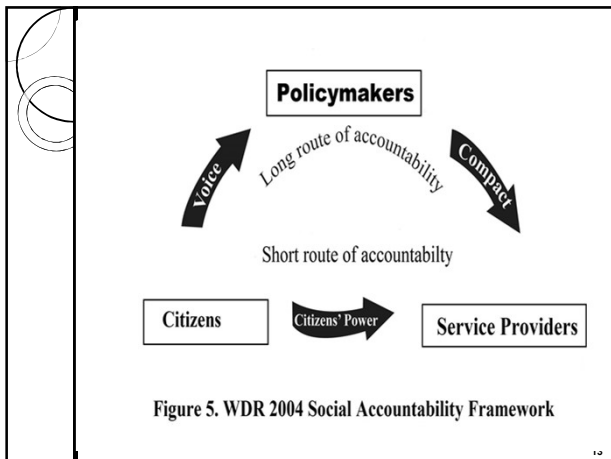
- Figure 5 shows the framework of relationship among citizens, service providers and policymakers.
- Through the long route of accountability, citizens influence policymakers, and policymakers influence service providers.
- When the relationship along the long route breaks down, because of weaknesses in the electoral system, service delivery fails.
- Service delivery can be improved by strengthening the short route by increasing the citizens' power over service providers through social accountability mechanism.

5.1 TI's Business Integrity Toolkit

Figure 6: Six steps for building an effective anti-corruption program

Transparency International's **Business Integrity Toolkit** is a user-friendly **six step process** for building an **effective corporate anti-corruption programme**.

1. **Commit to an anti-corruption programme 'from the top'**
2. **Assess the current status and risk environment**
3. **Plan the anti-corruption programme**
4. **Act on the plan**
5. **Monitor controls and progress**
6. **Report internally and externally on the programme**

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6. 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

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7. 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

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8. 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 a forum among the Cabinet Division, the ACC and the NIS focal points of Ministries/Divisions for prevention of corruption
- Reaching effectively government services to citizens through holding public hearing as per directives of the Cabinet Division
- Organizing orientation programs for political leaders

Thank You

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CORRUPTION
THE SILENT KILLER

Impact of Corruption on Human Rights and Democracy

Md. Nojibur Rahman
Secretary
Internal Resources Division (IRD) &
Chairman
National Board of Revenue (NBR)
Ministry of Finance (MoF)
Government of Bangladesh

Outline

I. Defining Corruption
II. Defining Corruption: Bangladesh Perspective
III. Corruption and Human Rights
IV. United Nations Convention against Corruption (UNCAC) Provisions on Corruption Prevention
V. Anti-Corruption Commission (ACC) Bangladesh
VI. Combating Corruption: NBR Strategies
VII. Nolan's Seven Principles of Public Life
VIII. The way forward

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1. Definition of Corruption

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.

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.

II. Defining Corruption: Bangladesh Perspective

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

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III. 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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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]

...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...

Corruption as a violation of Human Rights

- 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. <u>The rights to life and health</u> of residents of that place would be violated, indirectly, as a result of the bribery...*

IV. 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

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.

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V. Anti-Corruption Commission Bangladesh

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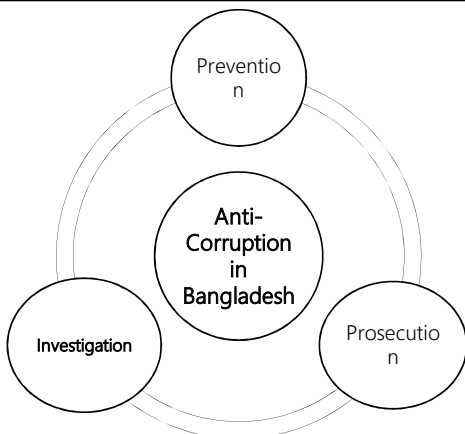· It started functioning from 21 November 2004.

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- 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

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VI. Combating Corruption: NBR Strategies
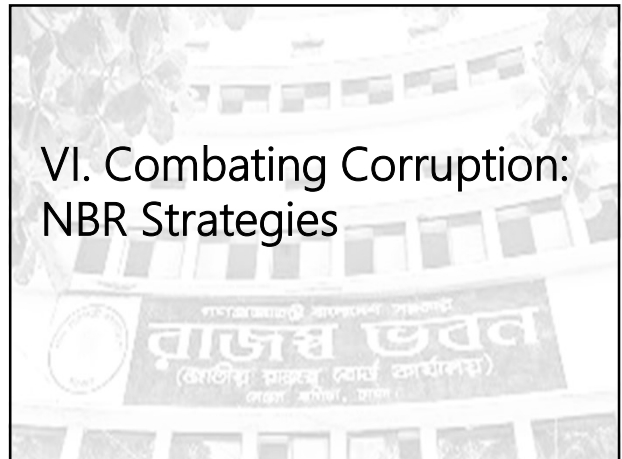
New NBR and its different approaches

Theme: "Revenue for the People"

Good Governance & Modern Management Framework

New NBR & its Modern Management Framework

Fund
Freedom 5F Function
Facilitation Functionary

Cooperation
Courage 5C Coordination
Coherence
Commitment

Quantity
Team Work TQM Quality
Transparency Timeliness

VALUE FOR MONEY

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New NBR and its Results/Areas

Increased Revenue Collection

Integrity (Lead and Served with Integrity)

Increased Office Management for better taxpayers services

5Is

Increased use of ICT (ICT as an enabler)

Impressive Stakeholders Relations

New NBR and its Strategy for Revenue Generation

Political Guidance

Partnership People

5P

Planning Performance

Customs: Coordinated Border Management (CBM) approach

International Organization

International CBM

Immigration

Customs

Other Members

Port Authority

National CBM

Other Border Agencies

Quarantine

Environment

Agriculture

Transport

19
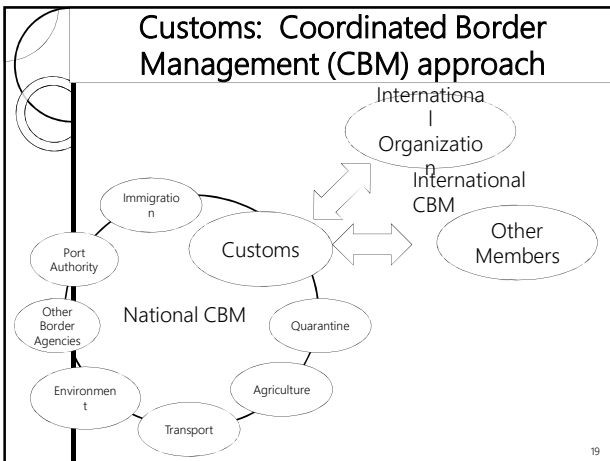
Recent NBR Initiatives:

| Introduction of Good Governance and Modern Management Framework |
| Introduction of Result Oriented Management |
| Automation in Customs Administration (Establishing ASYCUDA in all Customs Houses/Stations) |
| Automated Income Tax/ e-registration/ e-payment |
| Establishing online VAT System |
| Monthly Report Card System |
| Dialogue with Stakeholders |
| Arranging Tax Fairs |

VII. Nolan's Seven Principles of Public Life

1	Selflessness
2	Integrity
3	Objectivity
4	Accountability
5	Openness
6	Honesty
7	Leadership

VIII. The way forward

- Enhancing 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.

Questions and Comments

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http://www.nbr.gov.bd/

Thank you

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Individual Action Plan to Implement NIS Strategy in Respective Ministry/Organization

Dr. Muhammad Abu Yusuf
Course Director
N-60th and N-61st Foundation Training Course
National Agriculture Training Academy (NATA)
Gazipur
01 February 2016

Approaches to Strategy/Action Plan implementation

Top-down approach

Bottom-up approach

Collaborative participatory approach

Project/Programme implementation plan (PIP)/Action Implementation Plan

- If PIP/AIP not carried out during the design process and embodied in the project/strategy documents, it is carried out at the project/strategy activation stage.

Action implementation plan includes
a) The Action implementation schedule

This is concerned with:
What activities can produce expected project outputs?
What is the sequence of these activities?
What is the time frame for these activities?
Who will be responsible for carrying out each activity?

Project/Programme/Strategy Implementation Plan Includes:

- The following methods may be used to answer the above questions:

➢ Gantt chart
➢ Critical Path Method (CPM) or Net work analysis
➢ Project Evaluation and Review Techniques (PERT)
➢ Simple formats

What is a GANTT Chart?

- The Gantt chart is also referred to as the progress chart.
- It is a chart showing the timing of project activities using horizontal bars.
- It is one of the techniques of project scheduling, which depicts the frequency of activities and determines the period of time for implementation.

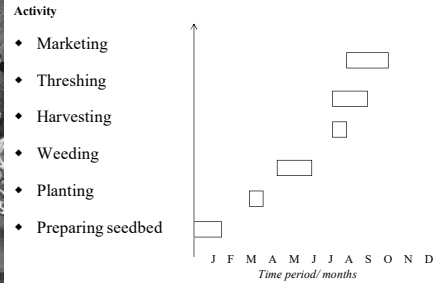## How to determine a GANTT chart

- Determine the parts or implementation phases of the project and the sequence in which the associated activities shall be carried out
- Then estimate the amount of time required for each activity
- List the activities that can be carried out at the same time and identify those to be carried out sequentially

How to construct a GANTT chart

- Time represented on the horizontal axis, and activities on the vertical axis.

- Bars are entered to indicate the time period allocated for each activity and the state of progress at any particular point in time.

Example: Maize farming project

Activity

- Marketing
- Threshing
- Harvesting
- Weeding
- Planting
- Preparing seedbed

J F M A M J J A S O N D
Time period/ months

Critical Path Method (CPM)

- The critical path method (CPM) is a step-by-step project management technique for process planning that defines critical and non-critical tasks with the goal of preventing time-frame problems and process bottlenecks.

- The CPM is ideally suited to projects consisting of numerous activities that interact in a complex manner.

Critical Path Method (CPM)

In applying the CPM, there are several steps that can be summarized as follows:

- Define the required tasks and put them down in an ordered (sequenced) list.
- Create a flowchart or other diagram showing each task in relation to the others.
- Identify the critical and non-critical relationships (paths) among tasks.
- Determine the expected completion or execution time for each task.
- Locate or devise alternatives (backups) for the most critical paths.

Critical Path Method (CPM)

The origins of CPM:

- The CPM was developed in the 1950s by DuPont, and was first used in missile-defense construction projects.

- Since that time, the CPM has been adapted to other fields including hardware and software product research and development.

- Various computer programs are available to help project managers use the CPM

Program Evaluation and Review Technique (PERT)

- Project management technique that shows the time taken by each component of a project, and the total time required for its completion.
- PERT breaks down the project into events and activities, and lays down their proper sequence, relationships, and duration in the form of a network.
- Lines connecting the events are called paths, and the longest path resulting from connecting all events is called the critical path.
- The length (duration) of the critical path is the duration of the project, and any delay occurring along it delays the whole project.

The Simple Format

ACTIVITY	STARTING DATE	ENDING DATE	COST	RESPONSIBLE PERSON	REMARKS
- Preparing seed bed					
- Planning					
- Weeding					
- Harvesting					
- Storage					
- Threshing					
- Marketing					

Practical

Develop
➤ a Gantt chart

➤ Simple Format

project implementation schedules in relation to the identified projects in the project identification session.

Project implementation plan (cont.)

b) The role of the implementing agency
- The specific responsibilities of the key staff during project implementation and monitoring are outlined.

c) Beneficiary participation
- The involvement of the beneficiaries in planning and implementation and what is expected of them is spelt out.

Project implementation plan (cont.)

d) Organizational structure and staffing

Here the following are sought:
– Project structure for purposes of management
– Qualifications and skills for the staff
– Job descriptions and specifications for the staff
– Technical assistance if needed

e) Financial management

This looks at funds management, accounting period, financial reports and statements and how often they will be made?

Project implementation plan (cont.)

d) Organizational structure and staffing

Here the following are sought:
– Project structure for purposes of management
– Qualifications and skills for the staff
– Job descriptions and specifications for the staff
– Technical assistance if needed

e) Financial management

This looks at funds management, accounting period, financial reports and statements and how often they will be made?

Project implementation plan (cont.)

Time control and remedial action

Time taken to implement project activities is one measure of successfulness of supervision or monitoring of project implementation.

Supervisor pays particular attention to time control measures, time scheduling and its supervision, time extension and postponement, damages for non-completion and defect or warranty period.

Project implementation plan (cont.)

Supervision of implementation of project schedule

This involves a set of checks and balances to ensure that the schedule is being adhered to.

To ensure that the time schedule is being adhered to, the project activity time listing can be of great importance.

Project Activity Time Listing

Activity code	Activity Description	Activity duration	Activity earliest time		Activity latest time		Progress remark
			Start	Finish	Start	Finish	

Practical

- Using the Project Activity Time Listing, develop a Project Activity Time Listing table in relation to the Identified project in project identification session, and fill it in.

Factors affecting project implementation

- **Factors that lead to success of projects/ Programme**
- Political Commitment
- Simplicity of Design
- Careful preparation
- Good management
- Involvement of beneficiaries/community

- **Factors and problems that lead to failure of projects/Programme**
- Financial Problems
- Management problems
- Technical problems
- Political problems

Factors affecting project implementation

Other typical implementation problems (cont.)

- Weak monitoring systems
- Policy changes
- Migration of beneficiaries
- Lack of team work
- Lack of incentives for implementers.
- Etc.

Thank You

Rights-Based Approach for Good Governance

Dr. M Aslam Alam
Secretary
Bank and Financial Institutions Division
Ministry of Finance

Governance

- The exercise of authority in an organization, institution or state.
- Authority can most simply be defined as legitimate power.
- Whereas power is the ability to influence the behavior of others, authority is the right to do so.
- Authority is therefore based on an acknowledged duty to obey rather than on any form of coercion or manipulation.

Types of authority

- Three kinds of authority, based on the different grounds upon obedience can be established:
- Traditional authority is rooted in history,
- Charismatic authority stems from personality and
- Legal-authority is grounded in a set of impersonal rules.
- To study governance is to study the exercise of authority
- Governance is closely related to politics.

Governance and Government

- Governance is a broader term than government.
- In its widest sense, it refers to the various ways in which social life is coordinated.
- Governance is applicable to any organizations, institutions and state.
- Government is the name given to the entity exercising the authority over affairs of the state.
- Government can therefore be seen as one of the institutions in governance.

Governance defined

"The exercise of economic, political, and administrative authority to manage a country's affairs at all levels. It comprises mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences." UNDP

Characteristics of Good Governance

- Participatory
- Consensus oriented
- Accountable
- Responsive
- Effective and efficient
- Equitable and Inclusive
- Rule of Law
- Corruption is minimized,
- Pro-disadvantaged groups
- Sustainable

Right defined

- **Right** can be defined as a "justified claim that individuals and groups can make upon other individuals or upon society; to have a right is to be in a position to determine by one's choices, what others should do or need not do".
- In the case of a **legal right**, the claim must be justified by legal principles and rules.
- Likewise, a **moral right** must find grounding in moral principles and rules.

Absolute vs relative

- While some rights may be argued to be absolute, most are better considered as **prima facie rights**.
- In other words, most rights should be observed in the absence of competing claims: however, all rights are likely to be subject to compelling, competing claims at some point.
- For example, the fundamental right to life is often deferred in situations involving self-defense or killing during war.

Rights-based approach to governance

- The Rights-Based Approach to governance implies that the holders of rights should also participate fully in deciding how those rights are fulfilled, such as through participation and greater empowerment.

Participation

- Participation by both men and women is a key cornerstone of good governance
- All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests.
- Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.

Consensus

- There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development.

Equity and inclusiveness

- All men and women have opportunities to improve or maintain their well-being.
- A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society.
- This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well being.

Thankyouverymuch
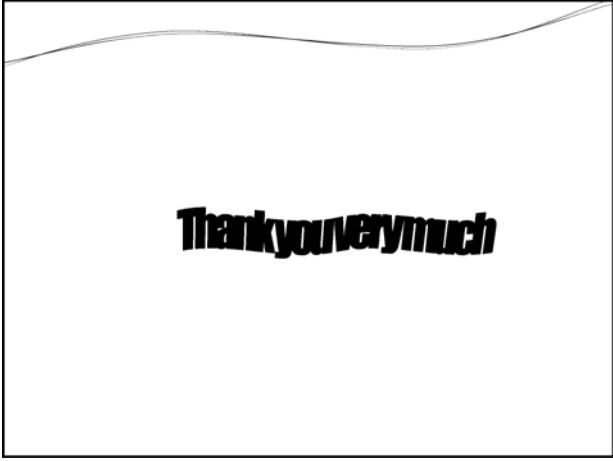
**Integration of the SDGs in
Bangladesh Development Planning and
Implementation Strategy**
(Attaining to a new Development Trajectory)

Presented by
Prof. Shamsul Alam MA (Econs.) PhD (Newcastle)
Member (Senior Secretary)

General Economics Division (GED)
Planning Commission
Government of the People's Republic of Bangladesh

Today's Agenda

➢ Reviewing the success of MDG attainments

➢ Make Government Officials conversant about Sustainable Development Goals (SDGs)

➢ Inform GoB officials about the journey of Bangladesh from Implementing MDGs to Preparing SDGs for implementation and beyond

➢ Integration of SDGs into the 7th Five Year Plan and beyond

➢ Preparing action plan for implementing SDGs

➢ Thinking about the process of further integrating SDGs in our overall development approach and implement the SDGs

GED, Planning Commission   2

Attainment of MDGs by 2015:
From where we were to where we are marching

Millennium Declaration 2000

4

Glimpses on Attainment of MDGs by Bangladesh

Goal 1: Eradicate Extreme Poverty & Hunger

Targets Achieved	Base Year 1990-91	Current Status	Target 2015	Status of Progress
Proportion of people below national upper poverty line (%) (Cost of Basic Need=CBN method)	56.7	**24.8** (GED 2015)	29.0	**Goal met**
Poverty gap ratio (%)	17.0	**6.5** (HIES 2010)	8.0	**Goal met**
Prevalence of underweight children under –five years of age (6-59 months), (%)	66.0	**32.6** (BDHS2014)	33.0	**Goal met**

Unfinished Agenda

▪ Unemployment as well as **underemployment is still persistent** especially among the young people between 15 to 24 years of age, which comprises nearly 22 percent of the total labour force.
▪ **Attaining food security** and **nutritional wellbeing** for a populous country like Bangladesh still remains as a challenge.
▪ The challenges with regard to **reducing income inequality** and the **low economic participation of women** also remain as matter of concerns.

GED, Planning Commission   5

Glimpses on Attainment of MDGs by Bangladesh

Goal 2: Achieve Universal Primary Education

Targets Achieved	Base Year	Current Status	Target 2015	Status of Progress
Net Enrolment Ratio in Primary Education (%)	60.5	**98** (2014, DPE)	100.0	**Goal met**
Proportion of pupils starting grade 1 who reach grade 5 (%)	43.0	**81.0** (2014, DPE)	100.0	**Substantial Achievement**
Literacy rate of 15-24 year olds, women and men, %	-	**78.63** (BLS, BBS 2010)	100.0	**Substantial Progress**

Unfinished Agenda

▪ Attaining the targets of **primary education completion rate** and the **adult literacy rate**.
▪ A large part of the **physically and mentally disabled children** remains out of the schooling system.
▪ Improvement of **quality of education** is also a challenge at the primary and higher secondary levels that need to be taken care of on priority basis.

GED, Planning Commission   6

Glimpses on Attainment of MDGs by Bangladesh (Contd.)

Goal 3: Promote Gender Equality and Empower Women

Targets Achieved	Base Year	Current Status	Target 2015	Status of Progress
Ratio of girls to boys in Primary education (Gender Parity Index, GPI=Girls/Boys)	0.83	**1.03** (DPE 2014)	1.0	**Goal met**
Ratio of girls to boys in Secondary education (Gender Parity Index, GPI=Girls/Boys)	0.52	**1.14** (BANBEIS 2013)	1.0	**Goal met**
Ratio of girls to boys in Tertiary education (Gender Parity Index, GPI=Girls/Boys)	0.37	**0.67** (BANBEIS 2013)	1.0	**Substantial Achievement**

Unfinished Agenda

- **Wage employment for women** in Bangladesh is still low.
- Only **one woman out of every five** is engaged in wage employment in the **non-agricultural sector**.

GED, Planning Commission

7

Glimpses on Attainment of MDGs by Bangladesh (Contd.)

Goal 4: Reduce Child Mortality

Targets Achieved	Base Year	Current Status	Target 2015	Status of Progress
Under-five (6-59 months) Mortality Rate (per 1000 live births)	146	**41** (SVRS 2013)	48	**Goal met**
Infant (0-1 year) Mortality Rate (per 1000 live births)	92	**32** (SVRS 2013)	31	**Goal met**
Proportion of 1 year-old children immunized against measles (%)	54	**80** (BDHS 2014)	100	**Substantial Achievement**

Unfinished Agenda

- **Childhood injuries**, especially **drowning**, have emerged as a considerable public health problem **responsible for a full quarter of the deaths** among children 1-4 years of age.

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Glimpses on Attainment of MDGs by Bangladesh (Contd.)

Goal 5: Improve Maternal Health

Targets Achieved	Base Year	Current Status	Target 2015	Status of Progress
Maternal Mortality Ratio (per 100,000 live births)	574	**170** (MMEIG 2013)	143	**Substantial Progress**
Proportion of births attended by Skill Health Personnel (%)	5.0	**42.1** (BDHS 2014)	50.0	**Substantial Progress**
Antenatal Care coverage (at least 1 visit) %	27.5	**78.6** (BDHS 2014)	100	**Substantial Progress**

Unfinished Agenda

- Despite significant progress, **large inequities remain in maternal health**, along with gaps in **access to and use of sexual and reproductive health services** that must be consistently addressed and monitored.

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9

Glimpses on Attainment of MDGs by Bangladesh (Contd.)

Goal 6: Combat HIV/AIDS, Malaria and Other Diseases

Targets Achieved	Base Year	Current Status	Target 2015	Status of Progress
Deaths of Malaria per 100,000 Pop[a]	1.4	**0.34** (NMCP 2014)	0.6	**Goal met**
Proportion of children U5 sleeping under insecticide treated bed nets (%)	81	**100** (NMCP2014)	90	**Goal met**
TB Case Notification rate (all forms) per 100,000 population per year	59	**53** (WHO 2014)	120	**Goal met**

Unfinished Agenda

- **Prevalence of malaria** is still high even though death incidences are reduced.
- **Prevalence of TB** reduction and **TB mortality** reduction targets are yet to be achieved.

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Glimpses on Attainment of MDGs by Bangladesh (Contd.)

Goal 7: Ensure Environmental Sustainability

Targets Achieved	Base Year	Current Status	Target 2015	Status of Progress
Proportion of land area covered by forest (%)	9.0	**13.40** (DoF)	20.0	**Substantial Progress**
Consumption of ozone –depleting substance in Ozone Depletion Potential (ODP) tonnes	72.6	**64.9**	65.39	**Goal met**
Proportion of people using an improved Drinking Water Sources	78	**99** (SVRS 2013)	100	**Goal met**

Unfinished Agenda

- The **tree coverage with density of 30 percent** and the proportion of **protected terrestrial and marine areas** is much less than the target.
- Access to safe water for all is still a challenge due to **arsenic contamination** and **salinity intrusion** as a consequence of climate change.
- **One-third population** are **not using improved sanitation**.

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Glimpses on Attainment of MDGs by Bangladesh (Contd.)

Goal 8: Develop a Global Partnership for Development

Indicators	Base Year	Current Status	Status of Progress
Average tariff imposed by developed countries on agricultural products, textile & clothing (%)	12	**0-9**	-
Debt Service as % of exports of goods & services (%)	20.9	**6.4**	**Highly Impressive**
Cellular subscribers per 100 population	-	**80**	**Highly Impressive**

Unfinished Agenda

- **ODA remains critically important** for countries like Bangladesh with **limited capacity to raise public resources** domestically.
- The changing trade landscape also requires innovative ways to **improve market access and address non-tariff barriers**
- Strengthening the **integration of developing countries** into the multilateral trade system, as measured by their **trade diversification and share in value-added** will also be crucial.

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MDG Monitoring and Reporting/Studies done by the General Economics Division, Planning Commission

- Millennium Development Goals: Bangladesh Progress Report, 2005
- Millennium Development Goals: Mid Term Bangladesh Progress Report, 2007
- Millennium Development Goals: Bangladesh Progress Report, 2008
- Millennium Development Goals: Bangladesh Progress Report, 2009
- Millennium Development Goals: Needs Assessment and Costing 2009-2015 Bangladesh, 2009
- Financing Growth and Poverty Reduction: Policy Challenges and Options in Bangladesh, 2009
- Responding to the Millennium Development Challenges through Private Sector's Involvement in Bangladesh, 2009
- The Probable Impacts of Climate Change on Poverty and Economic Growth and the Options of Coping with Adverse Effects of Climate Change in Bangladesh, 2009
- Millennium Development Goals: Bangladesh Progress Report, 2011
- MDG Financing Strategy for Bangladesh, 2011
- The Millennium Development Goals: Bangladesh Progress Report 2012
- The Millennium Development Goals: Bangladesh Progress Report 2013
- The Millennium Development Goals: Bangladesh Progress Report 2015
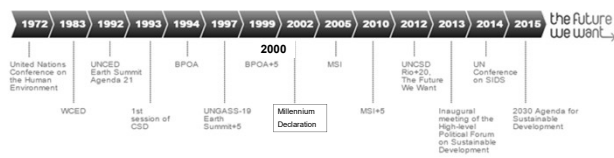
GED, Planning Commission — 13

A passage from MDGs to SDGs

GED, Planning Commission — 14

Chronology of Agenda 2030: Sustainable Development Agenda

- The **Brundtland** Report, published in 1987 by the United Nations World Commission on Environment and Development, coined the term **"sustainable development"** and defined it as **"development that meets the needs of the present without compromising the ability of future generations to meet their own needs."**

- **Rio+20 UN Conference** on Sustainable Development, held in Rio de Janeiro, Brazil in June 2012 was the international forum where **Sustainable Development Issue** has been focused for preparing **Post 2015 Development Agenda**.

GED, Planning Commission — 15

Global Unfinished Agenda of MDGs

Notwithstanding many success, there are **unfinished agenda in MDGs, Globally.** Few of such agenda are as follows:

– Too many children are still denied their **right to primary education**

– **Environmental sustainability is under severe threat**, demanding a new level of global cooperation

– **Most maternal deaths are preventable**, but progress in this area is **falling short of target**

– **Gains in sanitation** are impressive—but **not enough**

– **Rural-urban gaps persist** in access to reproductive health services and to clean drinking water

– The **poorest children** are most **out of schools** yet.

GED, Planning Commission — 16

GED Prepared Post 2015 Development Agenda Bangladesh Proposal to UN

- The main objective of the **Post-2015 consultation process** in Bangladesh, **led by the General Economics Division (GED)** of the Planning Commission was to prepare Bangladesh Proposal to UN.

- The country consultations, throughout 2013, were as designed to stimulate an **inclusive debate on formulation of a Post-2015 Development agenda**.

- **GED, Planning Commission** came up with proposed **11 goals** along with **58 targets** with corresponding **241 measurable indicators** in P2015DA.

- The **implementation period** for P2015DA was proposed for one decade and a half **(2016-2030).**

GED, Planning Commission — 17

## Bangladesh Proposal on Post 2015 Development Agenda to UN

Goal 1:   Unleash **human potentials** for sustainable development
Goal 2:   **Eradicate poverty** and **reduce inequality**
Goal 3:   Ensure **sustainable food security** and **nutrition** for all
Goal 4:   Universal **access to health** and family planning services
Goal 5:   Achieve **gender equality**
Goal 6:   Ensure quality **education and skills** for all
Goal 7:   Increase **employment** opportunities and ensure **worker rights**
Goal 8:   Ensure good **governance**
Goal 9:   Promote **sustainable production** and **consumption**
Goal 10: Ensure **environmental sustainability** and **disaster** management
Goal 11: Strengthen **international cooperation** and **partnership** for sustainable development

GED, Planning Commission — 18

Guiding Principles for SDGs Suggested By the High-Level Panel of Eminent Persons

- **Leave no one behind**
- Put **sustainable development** at the core
- Transform economies for **jobs and inclusive growth**
- Build peace and effective, **open and accountable public institutions**

  and

- Forge a new **global partnership**

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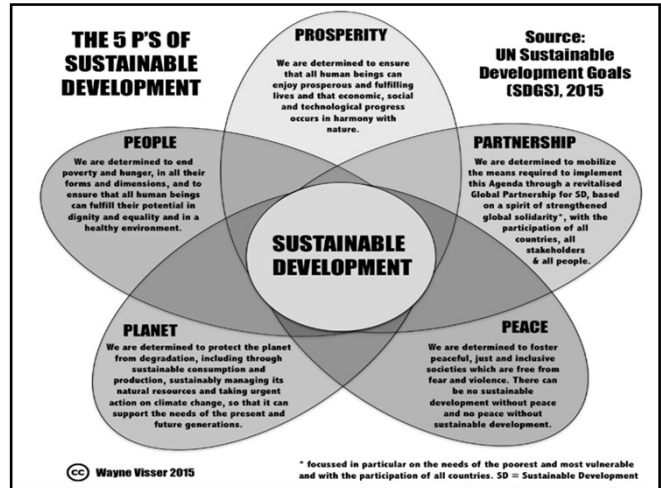
Working Group on Sustainable Development Goals

- The 30-member **Open Working Group (OWG)** of the General Assembly was established on January 22, 2013 in order to prepare a proposal on the SDGs.
- On July 1, 2014, the OWG forwarded a proposal for the SDGs to the General Assembly.
- The proposal contained **17** goals with **169** targets (of which **43** are Means of Action) covering a broad range of sustainable development issues.
- The final version of the draft post-2015 development agenda, titled **'Transforming our World: The 2030 Agenda for Sustainable Development'** was adopted by acclamation at the conclusion of an informal plenary of inter-governmental negotiations.

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Let's Know the Historic Insignias for SDGs

22

Sustainable Development Goals (SDGs)

GED, Planning Commission 23

Linkages between MDGs & SDGs
Transformation to Broader Goals

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Convergence of GoB Proposals to SDGs

The issues of the common goals are:

1. Poverty
2. Gender equality;
3. Food security & nutrition;
4. Healthy lives;
5. Quality education;
6. Productive employment;
7. Good governance;
8. Environmental sustainability
9. Sustainable production and consumption;
10. Global partnership.

- The issue of '**inequality**' is proposed as separate goal by OWG, though in Bangladesh proposal it was attached as target with poverty.

- The goals of OWG related to '**water & sanitation**', '**sustainable energy**', '**climate change**', '**resilient infrastructure**', '**conservation of natural resources**' are proposed as targets in Bangladesh's proposal.

- Hence, the development issues covered by **Bangladesh proposals converges well with OWG proposals** (Bangladesh is thinking alike with world community).

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70th UNGA Adopted SDG as Post-2015 Agenda

UNGA 70, the UN Summit adopted the post-2015 development agenda, Sustainable Development Goal (SDG) with Heads of State and Government gathering on 25 September 2015, at UN Headquarters in New York, USA

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"Integration" of the SDGs at national level

National objectives and SDGs

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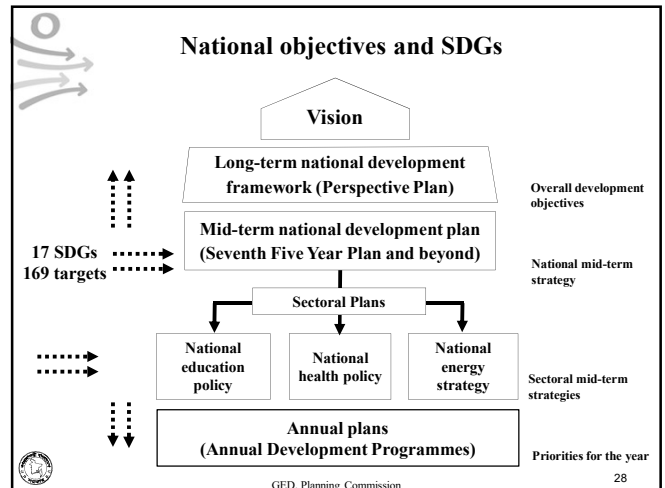
SDGs and 7th Five Year Plan

- 7th FYP coincides with the **final year of MDGs** and the launch of UN's post-2015 **Sustainable Development Goals (SDGs)**

- The **development approach** underlying the **7th Plan is consistent** with the **global agenda for higher growth** in developing countries with appropriate measures for **protection of the environment**.

- **Eradication of extreme poverty** will be a cardinal principle of the strategies laid out in the **7th FYP** document.

- Plan will strive for **just, equitable and inclusive economic growth**, gender equality and social development while protecting the environment.

- **7th FYP Targeted 7.4% GDP growth** p.a. synchronizes with **SDGs suggested attaining above 7% growth** by least developed countries

- Finally, 7th Plan will create the **base of implementing SDGs by 2030**

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Mainstreaming the SDGs into 7th FYP and beyond

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30
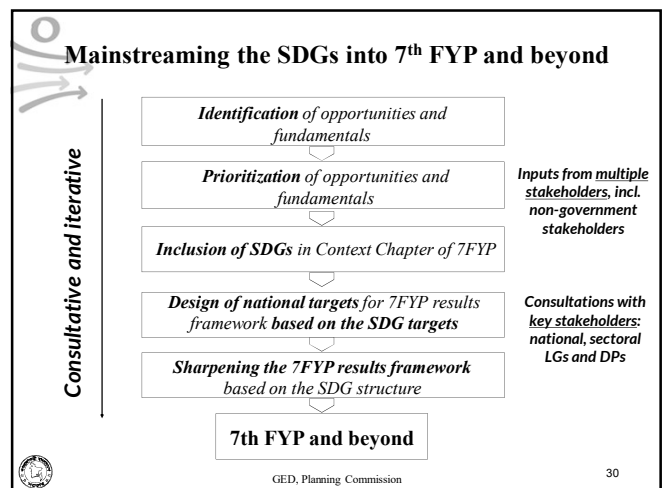
Core Thrust of the Seventh Five Year Plan

The core theme of 7th FYP is:

- **Job creating GDP growth** surpassing the levels achieved in the 6th FYP and **income distribution significantly improved**.

- Faster pace of **poverty reduction**.

- Emphasis on policies, institutions and programmes that will support the **lowering of income inequality** and **empowering the citizens**.

- Initiate **implementation of SDGs**, and the **unfinished agenda of MDGs**.

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SDGs and it's Reflection in 7th Plan

A total of 14 goals (82%) are found to be thematically fully aligned with the plan document while only Goal 1, Goal 16 and Goal 17 (18%) are partially aligned.

Alignment of SDGs (Goals only) with the 7th Five Year Plan

- Aligned ■ Partially Aligned ■ Not Aligned

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SDGs and it's Reflection on 7th Plan (Contd.)

SDG1. End poverty in all its forms everywhere **SDG 8.** Promote sustained, inclusive and sustainable economic growth, **full and productive employment and decent work for all**	**7FYP Core Target: Income and poverty** - Attaining average real **GDP growth rate of 7.4%** per year over the Plan period. - Reduction in the head-count **poverty ratio** by about 6.2 percentage points (**from 24.8% to 18.6%**) - Substantial reduction in extreme poverty (8% in 2020) - **Creating good jobs** for the large pool of under-employed and new labor force entrants by increasing the share of **employment in the manufacturing sector from 15 percent to 20 percent**. - **12.9 million additional jobs** will be available during 7th FYP, including some 2 million jobs abroad, **for the 9.9 million labour** that will join the workforce

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SDGs and it's Reflection on 7th Plan (contd.)

SDG 9. Build resilient infrastructure, **promote inclusive and sustainable industrialization** and foster innovation **SDG 8.** Promote **sustained, inclusive and sustainable economic growth,** full and productive employment and decent work for all	**7FYP Core Target: Sector Development** - Increase the **contribution of the manufacturing** sector to **21.5% of GDP by FY20 from 17.8%** of FY15. - Substantial improvement of **exports to $54.1b** by FY20 from $30.3b of FY15. - Raising **Trade-GDP ratio to 50%** by FY20 **7FYP Core Target: Macroeconomic Development** - Total **revenue** to be raised from **10.7% of GDP to 16.1%** by FY20 - Maintain the current **fiscal deficit of 5%** of GDP - **FDI to be increased substantially** to $9.6 billion by FY20 from present $1.57 billion

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SDGs and it's Reflection on 7th Plan (contd.)

SDG 11. Make **cities and human settlements** inclusive, safe, **resilient and sustainable**	**7FYP Core Target: Urban Development** - Access to **improved water source** will be ensured for all urban dwellers - Coverage of drainage system to be expanded to 80% - Ensure **sustainable urban development** that supports increased productivity, investment and employment.
SDG 6. Ensure availability and sustainable management of **water and sanitation for all**	**7FYP Core Target: Water and Sanitation** - **Safe drinking water** to be made available for all rural and urban population - 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**.

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SDGs and it's Reflection on 7th Plan (contd.)

SDG 4. Ensure inclusive and equitable quality education and promote **lifelong learning opportunities for all** **SDG 3.** Ensure healthy lives and promote well-being **for all at all ages**	**7FYP Core Target: Human Resource Development (Education, Health and Population)** - Achieving **100% net enrollment** rate for primary and secondary education. - Ensure **quality education** at primary, secondary and tertiary education. - Percentage of cohort reaching **grade 5 to be increased to 100%** from current 80%. - **Under 5 mortality rate** to be reduced from **41 to 37** per 1000 live birth. - **Maternal Mortality Ratio** to be reduced from 194 to 105 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 **65 percent**. - Reduction of **Total Fertility Rate to 2.0** - Increasing **Contraceptive Prevalence Rate to 75%**

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SDGs and it's Reflection on 7th Plan (contd.)

SDG 7. Ensure access to affordable, reliable, sustainable and **modern energy for all** **SDG 9. Build resilient infrastructure,** promote inclusive and sustainable industrialization and foster innovation	**7FYP Core Target: Energy and Infrastructure** ▪ **Generation of electricity** to be increased to **23,000 MW**. ▪ **Electricity coverage** to be increased to **96%**. ▪ Increase energy efficiency by 10% ▪ Construction of 6.15 km. long **Padma Multi-purpose Bridge** at Mawa-Janjira; ▪ Construction of about 26 km. long **Dhaka Elevated Expressway**. ▪ Focus on fast tracking a number of **transformational infrastructure projects.** ▪ Substantially reduce urban traffic congestion with focus on Dhaka and Chittagong Metropolitan areas

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SDGs and it's Reflection on 7th Plan (contd.)

SDG10. Reduce inequality within and among countries SDG 5. Achieve gender equality and empower all women and girls SDG 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	**7FYP Core Target: Gender equality and social protection** ▪ **Gender Parity Index** in tertiary education to be raised from current **0.70 to 1.0**. ▪ The ratio of **literate female to male for age group 20-24** to be raised to **100 percent from the current 86 percent**. ▪ Spending on **Social Protection** as a share of GDP to be increased to **2.3% of GDP**. ▪ **Reduce Income Inequality** from **0.458 to downward** **7FYP Core Target: ICT Development** ▪ Increase spending on **Research and Development from 0.6% to 1% of GDP** (it was same in 6FYP). ▪ Increase proportion of primary government schools with a computer laboratory. ▪ Improve **tele-density to 100%** ▪ Expansion of **Broad Band Coverage to 35%** from present 30% ▪ **Increase earnings from ICT, travel and tourism** from **\$1.5 billion to \$2.6 billion.**

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SDGs and it's Reflection on 7th Plan (contd.)

SDG 12. Ensure **sustainable consumption and production** patterns SDG 13. Take urgent action to **combat climate change** and its impacts SDG 14. Conserve and sustainably use the **oceans, seas and marine resources** for sustainable development SDG 15. Protect, restore and promote **sustainable use** of **terrestrial ecosystems,** sustainably **manage forests, combat desertification,** and **halt and reverse land degradation** and **halt biodiversity loss**	**7FYP Core Target: Environmental Sustainability** ▪ Increase productive **forest coverage to 20 percent with 70%** tree density. ▪ Improve **air quality in Dhaka** including large cities and enact Clean Air Act ▪ Promote **Zero discharge of industrial effluents**. ▪ **15% of wetland** in peak dry season is protected as **aquatic sanctuary** ▪ **500 meter wide green belt** to be established and protect **along the coast** ▪ **Eco-tourism** promoted at least in **20 protected areas and ECAs** ▪ **Land zoning** for sustainable land/water use. ▪ **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.

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SDGs and it's Reflection on 7th Plan (contd.)

Number of Draft Proposed Indicators of SDGs "Not Relevant" for Bangladesh

Number of Targets "Not Relevant" for Bangladesh

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Indicators for SDG Targets

▪ **Inter-agency and Expert Group on Sustainable Development Goal (IAEG-SDGs)**, made up of statisticians from 28 UN Member States, is charged with identifying Indicators to monitor SDGs.
▪ IAEG organized open consultation on global indicator framework for the SDGs in September 2015
▪ The second meeting of the IAEG-SDGs Indicators held on 26-28 October 2015 in Bangkok, Thailand. The meeting objectives include:
  ▪ **Review** the list of **possible global indicators**
  ▪ Discuss the **global indicator framework**, interlinkages across targets and critical issues including data disaggregation
  ▪ Discuss the **work plan and next steps**
▪ It is expected that within next **few months Indicators for SDGs** will be **finalized**

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Development Results Framework (DRF) for 7th FYP and SDGs

▪ **Ministries' and agencies' inputs** were taken for the preparation of 7th FYP
▪ **Consultation workshop** was organized with national data producers in order to identify relevant indicators for the 7th FYP
▪ Shared with all Ministries to **get feedback on draft DRF**
▪ In-house revision on draft DRF
▪ **Inter-ministerial consultation meeting** was held
▪ **Consultation meeting with Development Partners** was held to get opinion on draft DRF
▪ **DRF is also mapped into SDGs Targets** through a inter-ministerial consultation

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Further Steps Required for SDGs Integration and Implementation

1. Targets to be linked to APA measurement by each ministry and strengthening new **coordination mechanisms**

2. **Reviewing** existing **national plans** and **strategies** with ministries' concurrence

3. Examining **how the SDGs can help reach long-term national** development **objectives** and used as gate to higher middle income country

4. Mapping and **engaging with multiple stakeholders**, to ensure their participation **from the planning phase** to implementation

5. Carrying out a **gap analysis in the business as usual scenario**

6. Identifying **areas for change** and **criteria for prioritizing**

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Further Steps Required for SDGs Integration and Implementation (Contd.)

7. Analyzing possible **synergies** and **linkages for policy coherence**

8. Carrying out **analysis of data availability** for SDGs and data that is required

9. Analyzing **financial** and **capacity needs** and identifying **current** and **possible new resources and partnerships**

10. Matching **ambition** and **circumstances/resources** to define **national targets**

11. Setting **overall** and **intermediate (phased) targets**

12. **Updating and/or Preparing sectoral plans** to integrate **intermediate targets**

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Capacity Development of the Ministries/Divisions

- **Implementation of SDG** through national plans, i.e. **7th, 8th and 9th Five Year Plan** will call for **capable officials** at Ministry/Division and Agency level

- **Graduate Programmes in Sustainable Development** will help the civil servents to be prepared for SDG implementation

- **GoB, especially ERD and MoFA may take initiative** to make scholarship agreements (G2G) with developed countries, i.e. USA, UK and Australia or directly with the universities

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Incentivize the Government Official to Implement SDG

- Develop greater opportunities for **on-the-job training** and **classroom-based training** with focus on **SDG implementation** and criteria for career advancement.

- Developing a **clear terms of reference for civil servants**, thus **promoting accountability**.

- Promotion and posting of the government servants will be decided by the clear policy to be made under the SDGs implementation priority.

- **Performance based recruitment and promotion** system should be introduced.

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Thank You All

Ethics and Good governance
:global and Bangladesh
perspective

-M SHAFIUL ALAM
CABINET SECRETARY

1

Ethics

- According to Oxford Dictionary the word ethics denote moral principles that control or influence a person's behavior.
- Different profession specific ethics such as professional ethics, business ethics, medical ethics etc.
- The word ethics comes from the Greek word 'ethos' which means character, conduct, behavior,habit etc

2

Quotations relating to Ethics

- **We lie the loudest when we lie to ourselves.**

  - Eric Hoffer, 1902-1983, American author, philosopher and longshoreman

Continue...
3

Quotations

- **There is no greatness where there is no simplicity, goodness, and truth.**

  -Leo Tolstoy, 1828-1910, Russian novelist and philosopher

4

Things that will destroy us are: Politics without principle; pleasure without conscience, wealth without work, knowledge without character, business without morality, science without humanity and worship without sacrifice.

- Mohatma Gandhi

5

- **A president's task is not to do what is right, but to know what is right.**

  - Lyndon B.Johnson, 1908-1973, 36th President of the United State

Continue
6

1

- **Character isn't inherited. One builds it daily by the way one thinks and acts, thought by thought, action by action.**

  - Helen Gahagan Douglas, 1900-1980, American actress and politician

- **Personality can open doors, but only character can keep them open.**

  - Elmer G. Leterman, 1897-1982, American businessman and author

Continue...

7

Ethics is conditioned by geography, culture and custom. Yet, there are many general and universal truths which are more or less similar to many cultures and climates and are the manifestation of moral and ethical values.   ..... Continue

8

Why ethics?

- **A man without ethics is a wild beast loosed upon this world.**

  - Manly Hall, 1901-1990, Canadian writer and mystic

9

- **No man is wise enough or good enough to be trusted with unlimited power.**

  - John Adams, 1735-1826, Second President of the United States

Continue

10

MENACE OF ADMINISTRATION

- **POWER CORRUPTS, AND ABSOLUTE POWER CORRUPTS ABSOLUTELY.**
- **.....LORD ACTON**

11

Arab poet Ahmad Shauqi Bey puts it:

"Nations survives as long as their morality is alive. When their morality is gone, they too perish."

12

The Second Coming

-Things fall apart; the centre cannot hold;

-Mere <u>anarchy</u> is loosed upon the world,

-The blood-dimmed tide is loosed, and everywhere

-The ceremony of innocence is drowned;   ...W B YEATS

13

"The Arthashastra" by Kautilya

- *Just as it is impossible not to taste honey or poison that one may find at the tip of one's tongue, so it is impossible for one dealing with government funds not to taste, at least a little bit, of the king's wealth.*

14

'Kautilya in Arthashastra.'

- *People living in a corruption ridden society are like the fish living in water. In water, when a fish opens and closes its mouth there is no way of knowing which of these movements involve drinking and which breathing. Likewise, people living in a corruption infested society can not make the distinction between bribe and legitimate payment.*

15

16

CHANNEL OF CORRUPTION
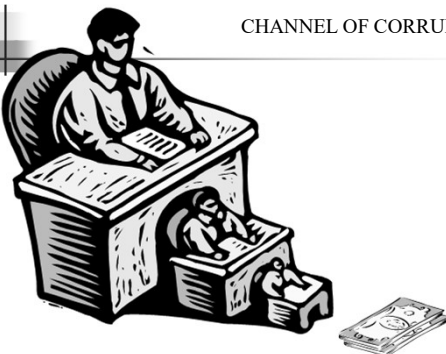
17

Maslow's Hierarchy of Needs Theory

Self-actualisation

Esteem Needs

Affiliation & Acceptance Needs

Security & Safety Needs

Physiological Needs

18

3

Maslow's Hierarchy of Needs Theory

Self Actualization

Ego/Esteem

Protection From Threat / Deprivation

Food, Water, Shelter, Sex etc.

Love, Friendship Affection Belonging Association Acceptance

Achievement, Adequacy, Freedom, Strength, Status, Recognition Appreciation

Need to realise one's potential for continued self development

Becoming what one is capable of
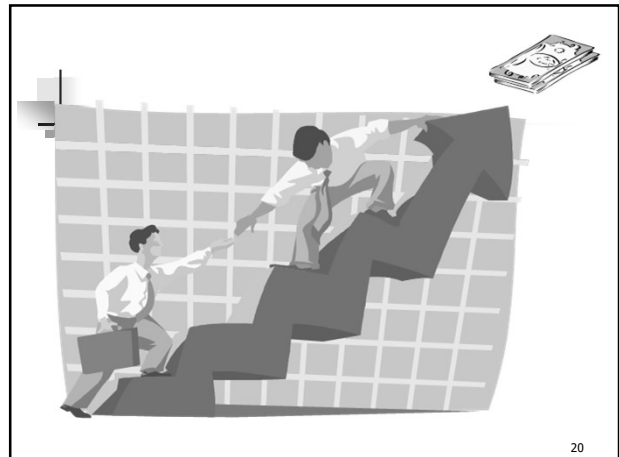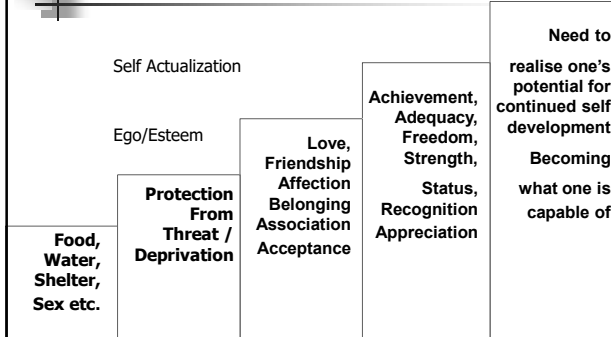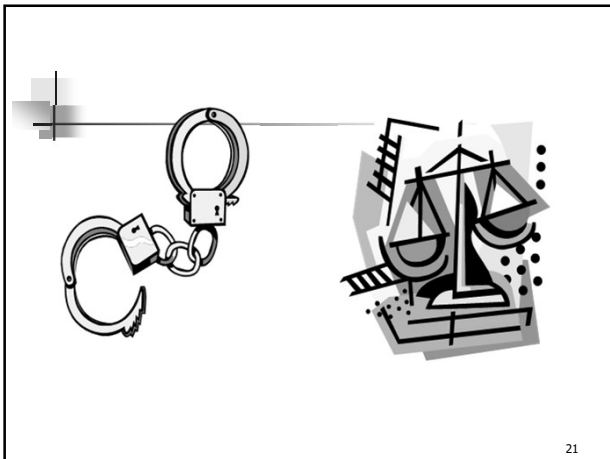
Good Governance/admn

Governance/administration would be regarded as good while the essential elements of good governance/administration such as **accountability, transparency, predictability, participation**, **efficiency, responsiveness, equitable and inclusiveness, rules of law** etc are established and maintained in the process of decision making and also in the process of implementing those decisions.

Consensus oriented

Accountable

Participatory

Follows the rule of law

Good Governance

Transparent

Responsive

Effective and Efficient

Equitable and inclusive

Ingredients of Good Governance and Corresponding a few catch words

• Accountability→ answerability Consequences. Usually organization is accountable to those, who will be affected by its decisions or actions in terms of securing their rights and interests.

• Transparency→ Free flow of information clarity about government rules, regulations and decisions citizens' right to information reduces→uncertainty and combats corruption.

Continues 25

• Predictability→ about fair and consistent application of laws and implementation of government policies.

• Participation→ involvement of citizens in development process→ ensures informed choices with respect to citizen's needs and protect their rights through either direct or legitimate intermediate institutions or representatives.

Continue 26

• Rule of Law→ requires fair legal frameworks and enforce impartially→ protects human rights; particularly of minorities and marginalized groups→ independent judiciary→ impartial and corruption free public administration with special reference to policing.

• Responsiveness→ sensitive to citizens needs→ serve the stakeholders within a reasonable timeframe.

Continue 27

• Consensus orientation→ mediation of the different interests in society to reach broad based consensus ensuring best interest of whole community as far as practicable.

• Equality→ all members, specially the vulnerables feel that they have stakes in it and do not feel excluded from the mainstream of society.

Continue 28

Effectiveness and Efficiency→ in terms of producing results that meet the needs of society while making the vest use of resources sustainable use of natural resources and to protect environment simultaneously.

29

Characteristics of World Bank Concept

- 1. A shift from institution-building to state-building. Institutions built as islands of excellence may not survive. The whole state needs to be strengthened
- 2.An increased emphasis on the role of the state. The failed states need more governance. Bank assistance was expanded to police and army. This is in stark contrast to hollowing of states in developed countries.

- 3. Governance, a positive concept, became good governance a normative concept. Six elements in World Bank definition:
- 1. Voice and Accountability. Orderly transfer of power, freedom of association, Press freedom, travel freedom. Human rights, democratic accountability, the role of opposition
- 2.Political stability. Military coup, insurgency, terrorism, assassination, civil unrest

- 3.Government Effectiveness. Quality of bureaucracy, budgetary process, policy consistency
- 4.Regulatory Quality. Regulation, foreign investment, govt. intervention, tax effectiveness
- 5.Rule of law. Crime, quality of judiciary, quality of police, black market, property rights
- 6. Control of corruption. Incidence of Corruption, anti-corruption measures and public trust in government

Criticism of World Bank concept of good governance

- 1. This is the definition of multinational companies. Even the civil society is missing
- 2, It emphasizes the process and not the outcome. Growth rate, poverty rate or life expectancy, literacy etc. totally overlooked
- 3.There are serious data problems in cross country comparison. There are halo effects and biases.

Two grand themes of WB concept

- 1. Economic Development depends on good governance
- 2. Good governance is achievable

Critique of governance and development nexus

- **This correlation is crucial for world bank to justify its involvement in the internal affairs. Two questions: (1) Is the correlation meaningful (2) What does the correlation signify?**

- China does not fit into this format. Is correlation meaningful?
- Governance in China is deterioriting

Indicator	1996	2008
Voice & Accountability	-1.7	-1.72
Political Stability	-0.56	-0.32
Government Effectiveness	0.11	0.24
Regulatory Quality	+0.15	-0.22
Rule of Law	-0.2	-0.33
Control of Corruption	-0.1	-0.44

- **Rural areas of China are in ferment. The number of mass incidents was 87000 in 2005- close to 240 per day. It was 10000 in 1991.Yet growth rate in China during 1991-2001 was 9.8 percent, above 9 percent in recent years. No country in the World grew as fast as China in the last three decades.**

THE MALAYSIAN SCENARIO

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Prime Minister of Malaysia
Dato' Seri Abdullah Ahmad Badawi (2006)
"My decision to pursue good governance and anti-corruption is thus strongly linked to the need to maintain Malaysia's economic competitiveness in the face of increasing global pressure. Countries that offer stable, efficient and cost-effective business environment are naturally favored as investment destinations. Along the same line, a country that has a high risk level of corruption, whether perceived or real, runs the risk of losing current and future investments."

39

As a developing country, Malaysia has achieved successes in many fields. It now aims to become a fully developed nation in its own mould by 2020. In order to become a successful nation and to further strengthen its achievements towards excellence, glory and distinction. Malaysia must effectively manage its successes.

40

At the same time, the people's awareness and concern for ethics and integrity and their demand for the elimination of corruption, abuse of power and incompetence has increased. They demand that integrity must not be compromised while concerted efforts must be undertaken to enhance the integrity of the government, private sector, political parties, media, trade unions, NGOs, youth, students and the general public.

41

Instruments of Good Delivery System Concepts (Since 1980's)

1. Clean, Efficient & Trustworthy
2. Integration of Islamic Values
3. Excellent Work Culture
4. Code of Work Ethics
5. Client's Charter
6. ISO 9000

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Government Best Practices
Core Values

1. Honesty
2. Trustworthiness
3. Wisdom
4. Fairness
5. Transparency
6. Gratitude

How to Inculcate Good Governance?

---

1. Give directions and guidance to various sectors so that they will work closely together to build a united, harmonious, moral and ethical society,
2. Raising awareness, commitment, and cooperation among all sectors in their efforts at enhancing integrity so that integrity becomes a way of life.

---

3. Encouraging a sense of accountability among members of the community and to promote the development of civil society that respects and upholds the principles of integrity.
4. Contributing towards strengthening the moral foundations of the community and the country, and improving the well-being of the community.
5. Raising the competitiveness and resilience of meeting the challenges of globalization.

Implementation of Strategy

1. Consensus building & commitment.
2. Communication.
3. Promotion & Training.
4. Consultancy.
5. Follow up & follow through.
6. Recognition & awards.

National Integrity Plan
(2004 – 2008)
Malaysia's Approach

Immediate Tasks of NIP

1. Effectively reduce corruption, malpractices and abuse of power.
2. Increase efficiency of the public service delivery system and overcome inefficiency.
3. Enhance corporate governance and business ethics.
4. Strengthen the family institutions
5. Improve the quality of life and the societal well-being.

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Bangladesh's governance Indicators

Indicator	Rank 2008(LOWEST)	2008 estimate	1996 estimate
Voice and accountability	31(15%)	-0.61	-0.2
Political Stability and absence of violence	10 (5%)	-1.54	-0.8
Government Effectiveness	23 (15%)	-0.77	-0.7
Regulatory Quality	21 (10%)	-0.82	-0.2
Rule of Law	27 (15%)	-0.7	-0.8
Control of Corruption	11 (10%)	-1.1	-0.5

Total No of countries-215

**World Bank calls this Bangladesh Conundrum.
The paradox of bad governance and development in Bangladesh. Six Hypotheses**

51

1.Devarajan's hypothesis- vibrant civil society and bypassing the government

2.WB indicators are wrong

3. The flow of resources through private sector (remittance, garment and NGOs)

Major issues of governance in Bangladesh context

- **The rule of law is a major issue. The concept of *matsanayam (fish-like world).*Anarchy unleashes a Darwinian struggle for survival.Democracy as the solution for anarchy. Gopala in Bengal and Gopala in Assam.Buddhist tradition of running monasteries. The Buddhist doctrine of MahaSammata. In anarchy, the king is chosen by people and he represents the great consensus.**

- **The Bengali proverb *Dushter Daman. Shishter Palan.* Hazrat Ali's advice to Malik Ashtar, Governor of Egypt , "do not treat the good and the bad alike. That will deter the good from doing good and encourage the bad in their bad pursuits". This is the incentive problem of the principal agent problem. Address the Gresham's law in society.**

Rule of Law- Story of Sultan Ghyasuddin Azam Shah

- **Main elements of indigenous governance**
- **1.Consensus based on democracy**
- **2.Punish the wicked – court, anticorruption**
- **3.Reward the virtuous – change the recruitment and promotion system**

What is Transparency ?

- **Things done fairly with knowledge of all concerned with due care and attention.**
- **Collins says, transparency means:**
- **If something such as a situation or a statement is transparent, it is easily <u>understood</u> or <u>recognized.</u>**
- **"We wanted our <u>goals</u> to be transparent".**

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NOTHING IS SAFE

THAT DOES NOT SHOW

THAT IT CAN BEAR

DISCUSSION AND PUBLICITY

Major Initiatives to Enhance Transparency in India

- Right to Information Act
- Public Services Bill
- Citizens Charters
- e-Governance
- e-Bhoomi
- e-Chaupal
- e-procurement

Right to Information

Knowledge will forever govern ignorance, and

a people who mean to be their own governors,

must arm themselves

with the power knowledge gives

Right to Information

- A fundamental right of every citizen.
- Interpreted by Supreme Court to be embedded in the right to life and liberty and right of freedom of speech and expression guaranteed under the Indian Constitution.
- A separate Act enacted by Indian Parliament in 2005.

Right to Information Act

- Comes into force w.e.f. October 12, 2005
- Applicable across India
- Applicable to all public authorities owned, controlled or substantially funded by the Government.
- Access to third party records available
- Overrides the Official Secrets Act, 1923.
- Independent institutions for implementation of Act at both Federal and Provincial levels.
- Penalty for non-compliance provided for.

Right to Information Act

- Empowers citizens to
  - Ask any question from the Government or seek any information
  - Take copies of any Government documents
  - Inspect any Government documents
  - Inspect any Government works
  - Take samples of materials of any Government works
- Information to be made available between 30 to 35 days and within 48 hours when pertaining to life and liberty
- Nominal processing fee
- Movement started by small farmers in Rajasthan in 1994-95

Public Services Bill

- A Bill for regulation of public services in India under consideration.
- Likely to include
- fundamental values of public services
- code of ethics for public servants
- a management code to ensure implementation
- protection of whistle-blowers
- recruitment code
- an authority to facilitate review and development of Public Services

Citizen's Charters

- In a democracy, all power belongs to the people. They elect the Government and the Government in turn must be accountable to the people.
- The Citizen's Charter essential for transparency and accountability.
- A response to the quest for solving the problems which citizens encounters while dealing with public service providers.

Citizen's Charters

- Initiative started late in 1997
- Coordination, formulation and operationalisation of Citizen's Charters initiated by Union Government.
- Guidelines for formulation and list of do's and don'ts communicated.
- Included expectations from the clients.
- 111 Charters for Federal organisations
- 668 Charters for Provincial organisations
- Comprehensive website launched in 2002
- Banking sector chosen as a model of excellence
- External agencies engaged for evaluation
- Compendium of Charters brought out in May 2003

e-Governance

- **A comprehensive programme at all levels of the government to improve efficiency, transparency and accountability at the Government-citizen interface**
- **National e-Governance Action Plan**
- **25 Mission Mode Projects**
- **Centralized Initiative, Decentralized Implementation**

e-Governance : Framework
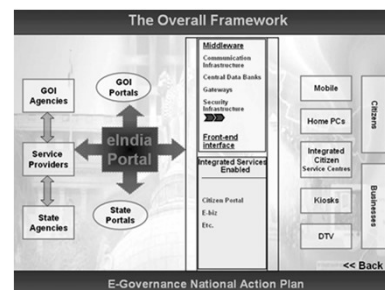
e-Bhoomi : Management of Land Records

- Premier e-Governance project in India
- 20 million manually managed land records digitalised
- 6.7 million formers with average holding of 0.6 hectare covered
- 30662 villages in Karnataka covered
- Developed by NIC of Government of India

e-Bhoomi : Management of Land Records – Challenges

- Number of land records
- Poor infrastructure
- Low literacy
- Diverse language dialects
- Skepticism about Government's interest
- Unfamiliarity with ICT
- Entrenched vested interests, and
- Time target for implementation

e-Bhoomi : Management of Land Records – Factors Contributing to Success

- Long tenure of Project Officer
- Involvement of stakeholders at all levels
- Political will
- A good self-sustaining business model
- Training, capacity building and selection of computer operators
- Incentive system
- Making the required changes in policies
- Identifying outsourcing components

e-Bhoomi : Management of Land Records – Results Achieved

- One of the biggest citizen centric projects in the world
- Reliability and authenticity of land records
- Quick and efficient delivery of service
- Bogus land transactions arrested
- Has become a national model
- 16 to 18 million people avail services every year
- Processing fee about US$ 0.33 only
- Over 1 to 1.5 million mutations handled every year
- Embraced all political parties in Karnataka

e-Chaupal : Transforming Lives and Landscapes

- A pioneering web-based initiative by ITC
- Delivers real-time and customised information to farmers
- Enhances their farm productivity
- Better aligns farm output to market demand
- Secures better quality productivity and improve prices
- Enables even marginal farmers to access knowledge to compete on equal footing in the marketplace
- Empowers rural communities

e-Chaupal : Transforming Lives and Landscapes Features

- Started in 1990
- Currently comprises 6400 e-Chaupals
- Reaching nearly 40,000 villages and serving over 4 million farmers
- Nine provinces already covered
- Consists of 3 layers starting with village level, ICT kiosks with internet access (or e-Chaupal) managed by a Sanchalak
- Free information and knowledge
- Freedom of choice in transactions
- Transaction-based income stream for Sanchalak
- Other value chains added

e-Chaupal : Transforming Lives and Landscapes Features

- Has demonstrated the power to improve efficiency of the farm to market value chain, to allow for efficient and effective distribution of goods and services to the villages as well as to improve the capability of rural population and increase their income streams
- Targeted 20,000 e-Chaupals extending coverage to 1,00,000 villages entailing investments of US$1.15 billion in next 10 years
- Will transform lives of one-sixth of rural India

e-Procurement :

- Procurement processes automated
- A robust scalable and secure web-based e-Procurement solution developed by NIC
- 8 Government Departments, 12 PSUs, 51 Municipalities on e-platform
- Turnover US$ 3.5 billion & 9,981 in nos. in 2005-06
- Tender lead time reduced from 180 days to 36 days

Examples:

- **Processing appointment, posting**
- **Disposing cases of DC-well explained, open, process / system is clear and honestly followed.**
- **Processing appointment of 11 teachers of Nasirabad College, Mymensingh**
- **Processing appointment of primary teachers**

77

Negative examples:

- **A tender of PDB amounting 500 crore BDT. It was publis hed only in 4(four) copies of" The daily Ittefaq " and " The daily Observer ". Everything was paper work. An inquiry found it out.**
- **A candidate in the post of ATdr in a Dist of Rajshahi div obtained 63 in written examination. But in tabulation it was written 36. So, he was not qualified for viva. After complain it was noticed in review and corrected.**

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Examples:

- The judgment of Kazi and the stealing of Hazrat Ali's weapon (Bormo). Hazrat Ali (R.) lost the case due to want of neutral evidence.
- The judgment of Hazrat Omar's son Abu shama. As the punishment of drinking alcohol Hazrat Omar (R.) killed his son by whipping . Rest whipping was completed on his grave.

79

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world is a stage and we are actors

- **See the Shakespeare's As you like it, It is said, the world is a stage and we are the actors and actresses, the best performer is the person who acted the best, not the hero or heroine of the play. As actors/actresses are under observation/supervision of the viewers, we are also under observation of everybody around us.**

80

Life style of a transparent person

- **The life style of a transparent person is clear like anything , nothing is to hide. How many bank accounts he has, what is his monthly income, What is his usual expenditure everything is known to his peon, assistant, PO. Because there is no hide and seek in his life style. But who is evil he will maintain hide and seek in his every activity.**
- **A thief is afraid of police.**

81

Trustworthiness

- **Mr. Mubarak father of Hazrat Abdullah Ibne Mubarak is the symbol of trustworthiness as a servant. He was a gardener. One day owner of the garden ordered the servant to bring a glass of juice. He faced difficulties while he was drinking juice. The juice was too sour to drink. Said," you are a gardener for pretty long time but you don't know which one is sweet and which one is sour ". He replied sir, "I am only gardener and guard of this garden, I don't have any right to take the test of this. So I never tested any of the fruit which one is sweet or which one is sour". Then master made him husband of his own daughter,who gave birth to Abdullah a renowned Muhaddith.**

82

ⓐ Precedents of
now. a. days

☐ Qazi A. Martuza
SDO, Barisal

Transferred
to ADRD.
Tgl

83

Motivation

- **Lal Bahadur Shashtree during his premiership used to travel in economy class to encourage/motivate others.**
- **Mr. Buddhadev Bhattacharjya, XCM of West Bengal lives in a 800 sq. ft flat, his wife is also a working lady, they have no servant/maid servant.**
- **First you follow then give advice to others. We can remember the incidence of not having sweets by our Prophet Hazrat Mohammad (SM.). Hazrat Mohammad (SM.) took seven days and gave up having sweets before advising a boy not to have sweet in response to the request of boy's father.**

84

14

- **You can preach a better sermon with your life than with your lips.**
  - Oliver Goldsmith, 1730 or 1728-1774, Anglo-Irish writer, poet, and physician known for his novel The Vicar of Wakefield
- **The actions of men are the best interpreters of their thoughts.**
  - John Locke, 1632-1704, English, Oxford scholar, medical researcher and physician, political operative, economist and ideologue for a revolutionary movement, and philosopher.

Continue...
85

- **That man is truly good who knows his own dark places.**
  - Beowulf
- **What we think or what we believe is of little consequence. The only thing of consequence is what we do.>**
  - John Ruskin, 1819-1900, British Writer, art critic, social reformer

86

Accountability

- **According to collins, what does Accountability mean:**
- **If you are accountable for something what you do,**
- **You are completely responsible for it and**
- **Must be prepared to justify your actions.**
- **So,**
- **Accountability**
- **=Responsible +Answerable**

87

Accountability & answer to citizenry

- **In a paurashava mayor, commissioners should allow citizenry to participate in things what they are going to do. They have to explain what they have done or failed to do. If their answers do not satisfy the citizenry and they are responsible for the failure, than the result is obvious. There is every possibility**

88

Answer to citizenry

- **Wearing two pieces of cloth while Hazrat Omar (R) was delivering "Khutba", one musalli raised objection and demanded answer of the question that they had only one piece of cloth but Hazrat Omar had two. Then Hazrat Omar's son Abdullah replied and said," I have given my piece to my father".**

89

God fearing

- **The Quran says, " he is the most honoured person before Allah, who fears Allah the most"**
- **Hazrat Omar (R.) considered responsible himself for being trapped a goat's leg in the hole of a street. He also considered responsible himself for dying even any dog for want of food on the bank of the Furat.**

90

God fearing

- Accountability is Akin to <u>God fearing</u>. Thinking that at least I am accountable to the Almighty God.
- The case of milk-maid's daughter may be recollected.
- Hazrat Omar (R.) was then Khalifa. He and some of his accompanies were in a journey at desert. Their foods and drinks were exhausted. There was a lot of animals to a cowboy near to them. They wanted a goat from them. The cowboy said that there was no permission of owner, so he was unable to give. He said that owner would not see. The cow boy shouted, Ainallah! (Where is God?).

91

God fearing

To tell the truth and undesired words in front of mighty/cruel is the greatest Zihad and that is related with accountability. An honest man is not afraid of any unjust person, as he thinks he is answerable to God. The Story of emperor Shajahan and Mullah Ziyun is memorable. Here a man having God fearing attitude is not afraid of saying the truth to the cruel Emperor. He declared in front of Emperor that silk and gold are haram for Muslim men. Emperor became furious. Soldiers were sent to arrest him, but he was not afraid of. Then realizing the consequences, Alamgir made his father calm and quiet.

92

Conscience is the highest court of justice

- **Who is the judge of Accountability? Own Conscience? Conscience is the highest court of justice. Ask your own Conscience whether you have done right or wrong. If answer is yes then it is ok, if not, then it is wrong.**

93

God fearing is to face death.

- Another meaning of God fearing is ready to die.
- It is recollect able to recite the poem Death the leveler.
- Schroeder has no pockets.
- Human being becomes luggage after his death.
- Money can buy religion not salvation.

94

Example of accountability

- **Hazrat Omar (R) dismissed the governor of Kufa. Two allegations: he used to come lately at Jumma prayer in Jumma day. He did not pay visit to anybody at night. Governor's reply, he passed his night for Allah so he did not pay any visit. And he had only shirt which he washed at Friday, it takes time to dry, so he would come late in Jumma.**

95

দৃষ্টিভঙ্গির ঐতিহাসিক পরিবর্তন

□ Attitude

দৃষ্টিভঙ্গি
= Perception of mind

= Mind set
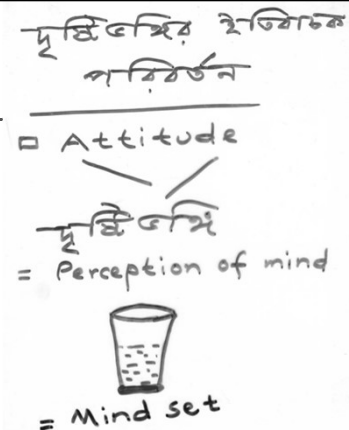
96

Training on morality

- School
- College
- University
- All admn tiers
- For all section of people

97

Creating dishonouring environment for the bad elements

- Social boycott
- Political boycott
- Religious stricture
- demotivation

98

1. Be faithful to your partner
2. Plain living & high thinking + self-contentment?
3. Look down reg wealth/position
   Look up reg qualities
4. To reduce anger
   - Lying – Meditation
   - sitting –
   - coaching
   - drinking
   - changing position

99

Not sold

" He lives detached days
He serveth not for praise, for gold
He is not sold. "

- কেননা তর্ক ?

Hierarchy

100

Plain living

☐ জামায় তালি
☐ ঘাট
☐ জামা সংখ্যা.
☐ জুতা = ৪ জোড়
☐ খাদ্য – চালানো মুক্ষর
☐ রান্না শিক্ষা
☐ বুদ্ধের পুরাণ
☐ আবু হুরায়রা সর্বদা
☐ ভা: হরীল

101

Why efficiency?

- **Inefficient nIqv misconduct, PvKzwi †h‡Z cv‡i, Z‡e G R‡b¨ KviI PvKwi wM‡q‡Q Ggb bwRi †bB| Mixi Rbeûj G †`‡k inefficiency GKwU cvc, GKwU Acivakv**

102

The causes of prison overcrowding are many and varied

- One direct cause is the **excessive length and use** of pre-trial detention...

- over-reliance on prison as a **sentence of first, rather than last, resort**...

- the **slowness of the justice process** due to
  - 'arrest first, investigate later' police attitude
  - passive judiciary
  - inability of the prisons to produce people at court
  - 'adjournment syndrome'
  - poor case management

  ...and the absence of legal or judicial oversight – to name a few

---

Delay in disposal

- It is said, justice delayed justice denied
- Dr A Barkat showed in his book that on an average a civil case takes 7 to 12 years for disposal.

A case of Jahir clerk
- **Case started in 1954 by his Grand father [1]**
- **Grand father died in 1967**
- **Father was made Qayem Moqam [2]**
- **Father died in 1971**
- **Jahir was made Qayem Moqam [3]**
- **In 1988 Jahir retired**
- **In 1997 Jahir died**
- **His son was made Qayem Moqam [4]**

D`vniY:

cvc †Kb?

†hgb: Avgvi A`¶Zv /Ae‡njvi Rb¨ nvjyqvvNv‡Ui NywY©S‡o ¶wZMÖ¯— AvnZ‡`i webv wPwKrmvq 5Rb gviv ‡Mj ev Wv³vi Avm‡Z Avm‡Z †ivMx gviv †Mj| GLv‡b AvBb Avgv‡K ai‡e bv, wKš' m³óvi Kv‡Q Avwg cvcx| nhiZ Ig‡ii Dw³ mgZ©©e¨|

Aciva †Kb?

Avgvi A`¶Zv/Ae‡njvi Kvi‡Y †`Lv †Mj, moK cwienb KZ…©c‡¶i †jvKRb `ybx©wZ K‡i eQ‡i 5000 Rb Abychy³ WªvBfvi‡K WªvBwfs mb` w`j| Zviv eQ‡i iv¯—vq 12,000 †jvK‡K nZ¨v KijI m~¶

Classification

- A = 95% -100%
- B = 85% -95%
- C = 60% -85%
- D = 40% -60%
- F = Below 40% : inefficient

D`vniY:

- e„nËi wm‡j‡Ui wWwm wQ‡jb AvjvDwÏb wenvix| †KD Avm‡j LyeB mgv`i Ki‡Zb, Pv we¯‹zU LvIqv‡Zb, û&uKv LvIqv‡Zb| †Kvb KvR Ki‡Zb bv|
- GK mwPe wQ‡jb| dvB‡ji Dci dvB‡j Ni fwZ©, ev_iv‡gi wbK‡Ui ¯'vb ch©š—dvB‡j fwZ© _vKZ| KviY wm`avšZ wb‡Z fq †c‡Zb ev wm × všÍnxbZvq †f¸M‡Zb|

109

`¶Zv -B- Rxeb A`¶Zv-B-giY

Ñ KLbI KLbI `¶Zv welqwU Rxeb giY mgm¨v wn‡m‡e †`Lv hvq| g‡b Ki"b cywj‡ki GKRb Awdmvi GKRb mš¿vmxi A‡-¿i g‡LvgywL| GLv‡b †h hZ `ª”Z A`¿ Pvjv‡eb †mB euvP‡e|

Ñ gvwK©©b gyjy‡K cywjk Awdmvi‡`i A¯¿ Pvjbv cix¶v 5 †m‡KÛ n‡jv m‡e©v”P mxgv| Gi †ekx n‡j †dj|

110

In analyzing yourself, keep on asking-

❖ Am I really pro-active and pro-people?

❖ Am I really honest and ethical?

❖ Am I really pragmatic and innovative?

❖ Am I really disciplined and well mannered?△ If answer is affirmative, then questions arise- how far? How it can be measured? How strict adherence to ethical standards can be ensured?

111
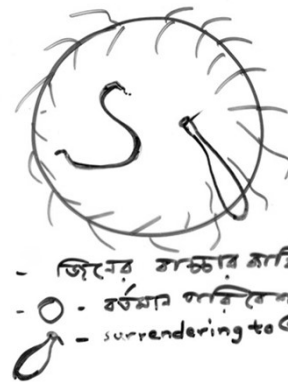
- জিনের বাক্সের কাহিনী
- O - বর্তমান পরিস্থিতি
- surrendering to God

112

In this context, where you are?

Clients

Others
Yo u

Organization
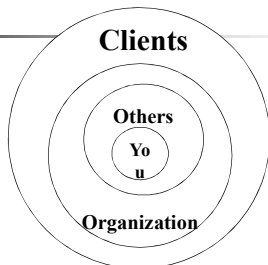
Ask your conscience -

To bring in change, should we not start from self?

113

In the perspective of good governance, all ethical standards of public administration are required to be in conformity with all the ingredients of good governance.

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Results of Good Practice Survey

Atsushi TOKURA

NIS Support Project

31 January 2016

Objective of This Session

➢ To share results of the good practice survey

➢ To discuss what Integrity Focal Points and the Cabinet Division Officers can do to promote national integrity.

2

Contents

1. Outline of the Research
2. Results of the Research
   - Good practice studied
   - Factors for successes
   - Interactions among the factors
3. Value Chain towards Good Practices
4. Roles of Integrity Focal Points and the NIIU

3

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1. Outline of the Research

(1) Background

   The surveys were conducted by the Cabinet Division in 2013 and 14.

(2) Objective:

   To identify the factors affecting the success of NIS implementation

(3) Duration: from Aug to Nov 2015

(4) Research approach:

   i. Case study
   - Identify factors that have influenced the successful implementation

   ii. Institutional analysis
   - Understand the process and the roles of different actors: "Internal dynamism"
   - Refine the possible institutional factors responsible for the success

4

Good practices studied

Ministry/Agency	Good Practice Studied
Ministry of Health and Family Welfare (MoHFW)	Note to successor, Technical study circle among officials, Monday morning motivation session
Ministry of Women and Children Affairs (MoWCA)	Multi Sectoral Program for Violence Against Women
Bangladesh Bank (BB)	Corporate memory management system, Short poem collection on integrity
Ministry of Public Administration (MoPA)	Focus on Post Creation, Internal evaluation and performance based evaluation
Bangladesh Bridges Authority (BBA)	GRS, Automated toll collection system
Road Transport and Highways Division (RTHD)	Identification of black spots
Public Service Commission	Introduction of fair exam system
Ministry of Environment and Forests	E-governance initiative

5

Factors that Have Influenced

Institution	Good Practice	Initial Factor	Supporting Factor
MoHFW	Note to successor, Technical study circle among officials, Monday morning motivation session	Initiative of a "Change Maker"	NIS, APA
MoWCA (MSPFVA)	Multi Sectoral Program for Violence Against Women	Autonomy to manager, Outcome based approach ➔ Motivation, Innovation	Creation of environment for change
Bangladesh Bank	Corporate memory management system, Short poem collection on integrity	Top leadership ➔ Commitment of work force	NIS, Best use of the available technology resources

6

Factors that have influenced (2)

Institution	Good Practice	Initial Factor	Supporting Factor
MoPA	Efficient post creation, Internal evaluation and performance based evaluation	Initiative of a "Change Maker", Commitment from leader	Demand for better service, APA, ICT usage,
BBA	GRS, Automated toll collection system	Top leadership, Professional commitment, Relative independence	NIS, GRS, ICT usage, Defining morality and integrity
RTHD	Identification of black spots	Top leadership, Demand for better service	GRS, APA

7

Factors that have influenced (3)

Major key factors
- ✓ Presence of a "Change maker"
- ✓ Leaders
- ✓ Support from seniors
- ✓ Demand for changes in society
- ✓ Government policies, i.e., NIS, APA
- ✓ Autonomous management

8

4. Interaction Among the Factors
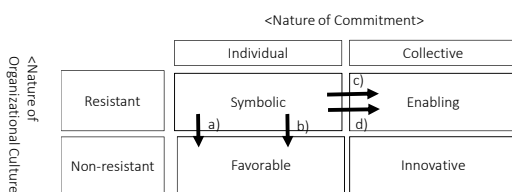
a) Policies for reforms
b) Demand for better service in society
c) Presence of transformational leader
d) An autonomous arrangement structure, "Let the managers manage"

9

5. Value Chain toward Good Governance
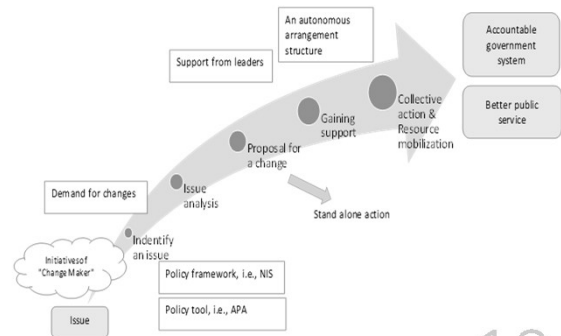
10

6. Roles of Integrity Focal Point and NIIU

Integrity Focal Point, Ethics Committee
- ✓ Identify the Change Maker, or be a Change Maker
- ✓ Provide a support to the Change Maker: the Change Maker should not be isolated, but protected.

NIIU, Cabinet Division
- ✓ Sensitize senior officers
- ✓ Promote a dialogue with civil society to increase demand for a change
- ✓ Develop a competency model of the Change Maker
- ✓ Provide a support to the Change Maker

11

NIS ROADMAP

February 10, 2016

NIS Support Project
Atsushi TOKURA
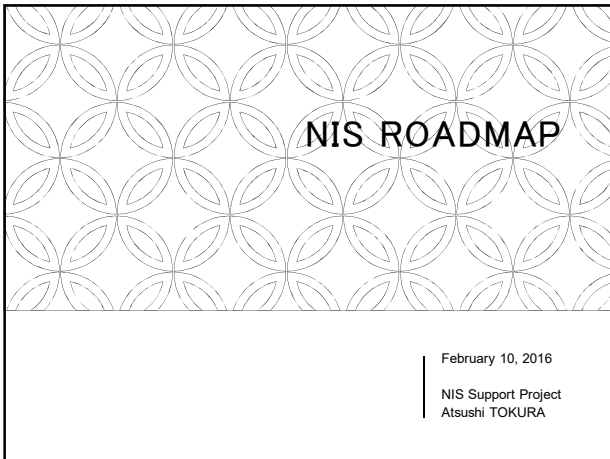
OBJECTIVE OF THE SESSION

◆ To introduce NIS Roadmap
◆ To exchange ideas

CONTENTS

1. General Concept of Roadmap
2. Background of NIS Roadmap
3. Formulation Steps of NIS Roadmap
4. Effectiveness of NIS Roadmap

---

1. GENERAL CONCEPT OF ROADMAP

- "We had a **roadmap** that would tell us how to get to our new destination in the quickest way possible."
- "She studied the paper **roadmap** as she considered whether the highway or backroads would take her to her destination faster."
- "Following the step by step **roadmap** on how to increase sales, the company will experience regularly increasing profits, greater customer retention, and an increase in new customers."

(http://www.businessdictionary.com)

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1. GENERAL CONCEPT OF ROADMAP（2）

A roadmap shows how goal（s）is going to be realized:

➢ What kind of actions are needed;
➢ When those actions to be taken (sequence of actions);
➢ Who is going to take each action.

<Image of Roadmap>
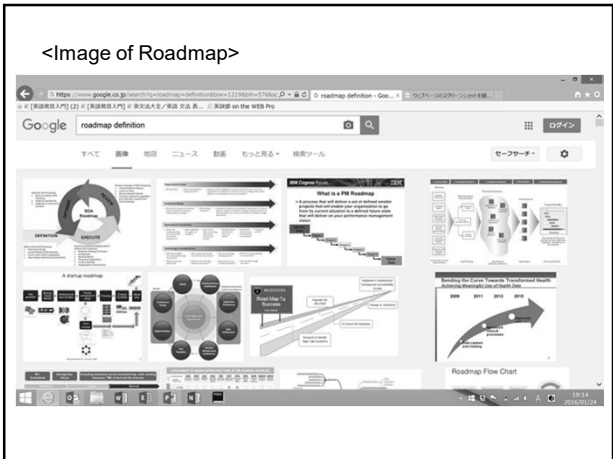
2. BACKGROUND OF NIS ROADMAP

Why was the roadmap needed?

- Nature of NIS: Comprehensive strategy, consisting of 115 actions implemented by 16 institutions.
  - ➔ NIS does not give a clear picture on how national integrity is going to be realized.
- Institution-oriented strategy: The strategy clarifies activities undertaken by each institution.
  - ➔ Some actions of different organizations may be interrelated
- Feasibility of NIS: Number of actions versus capacity
  - ➔ Possible to implement all actions?

---

2. BACKGROUND OF NIS ROADMAP (2)

NIS Roadmap aims

- To give a image to stakeholders: How to realize national integrity
- To show priority actions

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3. FORMULATION STEPS OF NIS ROADMAP

Step 1: Look at goal of each state and non-state institution

Step2: Grouping
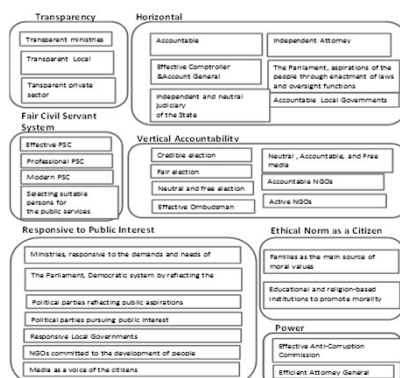
Step3: Further grouping, Image of NIS Goal
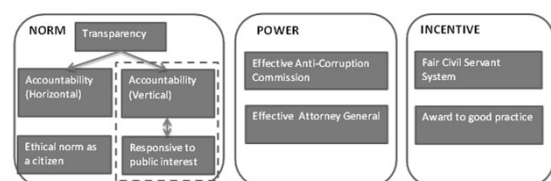
NIS Roadmap was drafted based on results of the analysis.

REFERENCE: KJ METHOD

Card making: all relevant facts and information are written on individual cards and collated (Post-its would do). In a group-work version, this step could be adapted to use BrainStorming or Constrained Brainwriting, to generate a supply of ideas on cards. The KJ-Method tends to place emphasis on the ideas being relevant, verifiable and important.

Grouping and naming: The cards are shuffled, spread out and read carefully. Cards that look as though they belong together should be grouped, ignoring any 'oddities'. For each group write an apt title and place it on top of its group of cards. Repeat the group making, using new titles and any 'oddities' to create higher-level groups. If you have more than about 10 groups, repeat this iterative process at yet higher levels.

Redistribution: At this stage in the group-work version, the cards are collected and reallocated in order than no one is given their own cards. One card is read out, and all contributors look through the cards in their own 'hand' of cards, and find any that seem to go with the one read out, so building a 'group'. A name is selected for the set that clearly portrays the contents of the cards in the set, but is neither too broad nor a simple aggregation of the cards in the group

Chart making: Now that you have less than 10 groups, some of which may contain sub-groups, sub-sub-groups, etc arrange them carefully on a large sheet of paper in a spatial pattern that helps you to appreciate the overall picture.

Explanation: Now try to express what the chart means to you, writing notes as you go and being careful to differentiate personal interpretations from the facts contained in the chart. Ideas for the solution are often developed whilst explaining the structure of the problem.

(https://www.mycoted.com/KJ-Method)

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3. FORMULATION STEPS OF NIS ROADMAP

Step 4: Drafting NIS Roadmap

4-1) Set the categories

4-2) Select important NIS actions for each category

4-3) Set targets (Needs to be defined)

4-4) Identify activity for each NIS action, responsible authority, and implementation status

4-5) Set schedule

---

4. EFFECTIVENESS OF NIS ROADMAP

✓As a common document

✓As a reference for NIS work plan formulation
  - 1st NIS work plan: From Jan 2015 to Jun 2016
  - 2nd NIS work plan: From Jul 2016 to Jun 2017
    ⇔ NIS Roadmap

✓For resource mobilization

<u>**EVENT MEMO**</u>

<u>***TRAINING ON "GLOBAL TREND OF NATIONAL INTEGRITY AND ANTI-CORRUPTION"***</u>

Day and time   : **25** August 2015, 10:00-13:00 hrs.

Venue   : <u>Bijoy Hall, Bidyut Bhaban, Dhaka</u>

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

Participants   : Annex-1

<u>**Summary of Proceedings**</u>

1. **Welcome and Introducing the Trainer**

- All attendees are cordially welcomed

- Mr. Md. Shafi-ul-Alam from the project team introduces Dr. Eiji Oyamada as an internationally reputed Professor (Doshisha University of Japan, Universities in Indonesia, Hong Kong and the Philippines), eminent Researcher (in Anti-corruption) and expert in governance and development.

2. **Inaugural Speech by the Chairperson**

The opening remarks of the Chair underpin the following points -

- The training provides excellent opportunity to share the global experiences of Prof. Oyamada

- For last two years many events on NIS (seminars, workshops, training at BCSAA, visit to Japan etc.) were organized - NIS is no longer limited to educated people only- it expands steadily

- The Magsaysay Award is a good example to encourage integrity in governance in the Philippines, and the rate of convictions in anti-corruption cases in Indonesia touches 100 %

- Given with consideration of effectiveness, the prospective participants are split-up into two batches

- The valued inputs of Prof. Oyamada may be highly inspiring to the participants

3. **Presentation by Prof. Oyamada**

The salient points focused in the presentation by Prof. Oyamada are -

- While planning for National Development, what to choose on priority between Human Development and Good Governance ?

- Types of Governance - public sector reforms (decentralization / financial restructuring/ public expenditure management etc.)- New System, Capability and Top-Down approaches

- The World's "Attentions" Now? **Expert selection**: Climate Change /Communicable diseases (HIV/AIDS), Challenge of Conflicts/ Hunger and Mal-nutrition /Migration/ Poor governance/ Subsidies and trade barriers/ sanitation and water productivity/ **Corruption** etc.

- Why anti-Corruption much talked about now? (1) End of Cold War (Changes in politics/ end of ideology) (2) Globalization of Trade (3) Globalization of Trade Norms (Civil Society movement, Transition to Democracy, Human Rights/ environmental issues and Corruption Perception Index) (4) Agents of Change (UN/ WB / US Govt./Aid Agencies)

- Why Corruption is bad? Moral issue, politically sensitive, " controlled crime", structural problem, all negative implications of the term "Corruption" in English ("destroy"), Arabic ("Fasad"- to harm), Indonesian (-"makan sogok" -to eat), Japanese (to make dirty), the Philippine ("kabuluka"- to Cheat) and Thai ("kin sinbon" -to eat) languages.

- Corruption considered bad- it hampers National Development (76%), Immoral (14%), others (10%)

- Most prone to Corruptions : Court, Immigration, political party, police , Private sector etc.

- Stages of corruptions: Project Designing, Procurement, Implementation & Financial Management

- Major causes of Corruption: programs with unrealistic priorities and over ambitions, unorganized/ uncoordinated reforms, reforms only focusing on law reforms, reforms targeting only the low level public officers, reforms that do not deliver "**Quick Wins**".

- Cost of Corruption equals more than 5% of global GDP (US$ 26 trillion) with US$ 100 trillion paid in bribe each year (WB, 2008)

- Losses from Corruption in Africa annually reach 25% of the GDP and one-third o the European companies offer cash, lavish gifts and entertainment to win business.

- Wal-Mart's income (US$ 351,139 millions) is near to total GDP of Sweden (US$ 354,115 millions), Royal Dutch Shell's (US$ 318, 845 millions) exceeds the GDP of Austria (US$ 254,401 millions), BP's (US$ 274,316 millions) more than GDP of Denmark (US$ 254,40 millions), General Motor's (US$ 207,349 millions) goes nearer to GDP of Greece (US$ 213,698 millions) and Toyota 's income (US$ 204,746 millions) goes over GDP of Ireland (US$ 196,388 millions)

- Applying the Bribe Payers Index (BPI), out of 28 surveyed countries Netherlands and Switzerland ranked as least engaging in bribery while China and Russia as the most engaging.

- Ease of doing business: referred to 175 countries including Bangladesh ranking 145

- Researches reveal that the top ranking institution for corruption in Bangladesh, Sri Lanka, Tanzania and Zambia is the Police while Medical and Health in Ethiopia and the Religious Group in Sudan.
- In Japan the institutions having the maximum to the minimum corruptions may be ordered as Political Parties, Police, Court, Immigration and Private Sector.

- Reasons for not reporting incidence of corruption account for "Not knowing where to report" (15 %), "Being afraid of reprisal"(35%), "Reporting will make no difference"(45%) and "other reasons" (5%)

- Tools to increase Accountability: (1) Assessment & Monitoring (2) Access to Information & Public participation (3) Integrity (promoting ethical values, professionalism etc.) (4) Institutional Reforms

- Concerns of Civil Servants for administration: Human Resource Development, Corruption Control, Coordination and Cooperation, Monitoring and Merit System.

- How to motivate Civil Servants: higher salary, promotion, social security, stable work etc. (in Japan recognition and respect is good enough to motivate)

- Strategic approaches to corruption control: (1) target corruption prone institutions (2) identify specific interventions (3) encourage anti-corruption moves by NGOs and (4) promote civic monitoring and provide training.

- More than 1 in 4 people around the world report having paid a bribe.

- Political-Will should be at the center of effective anti-corruption Strategy- three pronged Strategy encompassing professional staff, effective education strategy and legal framework may work well

- One decade back people were not brave enough to talk against CORRUPTION.

4. **Queries and Responses by the Participants**

- The current national concerns of Bangladesh are, poverty reduction, corruption control, improving law and order situation and resolving unemployment problem

- Subsidies in agriculture by the developed countries generating bigger problems for the developing countries posing serious barriers to our trade promotion.

- The major causes of anti-corruption programs in Bangladesh are (1) Lack of commitment (2) Ineffective work system (3) Preferring personal gains to ethical values

- Promoting values and improving the social realization process may help curb corruptions

- In Bangladesh the most talked about issue in 2011 was climate change and adaptation

- Corruption causes abuse of resources, it destroys honesty and other moral values

- Corruptions disrupt allocative efficiency and impede national development

- Placing the "Right Person in Right Place", "Recognition of Good Practice" and "Award for best Performance" maybe good incentives for the civil servants in Bangladesh.

- The predictability of who will be where after specific periods over time (as employees of TOYOTA do have) is very important for all employees

- To promote good governance, opportunities for fair and free opinions should be ensured.

5. **Concluding remarks by the Project Director (PD)**

Mr. Mahiuddin Khan, the PD of NIS Support Project , ends up the training program with his concluding remarks including the following key points:

- The central purpose of the training program is providing opportunities for the participants to share knowledge and experience on national integrity and anti-corruption in global context

- The gains from the training may be utilized by the Integrity Focal Points and other stake holder participants for better implementation of NIS

- Learning about good practices from the training may encourage and inspire the participants for their potential applications in their own work places

- The RTI provides for disclosure of information both proactively as well as on demand and has specified some not to be disclosed as also specified in the Official Secrets Act, 1923.

- There exists strong correlation between the salary structure of public servants & corruptions- there may however be people to say "no" about the correlation but they not too many

- Political Commitment for corruption control is the most critical factor

- Bad practices abound in many public projects/ organizations e.g. procuring unnecessary but costly/ luxurious vehicles, expensive decorations of office buildings with public/ budgeted money- these practices also amount to corruptions

- Sound legal framework with true political support can only bring in tangible benefits of good governance

- Thanks for enlightening presentation by Professor Oyamada and active participation by all participants to make the program a wonderful success.

<u>**EVENT MEMO**</u>

<u>TRAINING ON "GLOBAL TREND OF NATIONAL INTEGRITY AND ANTI-CORRUPTION"</u>

Day and time   :   **26** August 2015, 10:00-13:00 hrs.

Venue   :   <u>Bijoy Hall, Bidyut Bhaban, Dhaka</u>

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

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<u>**Summary of Proceedings**</u>

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   - All the participants are cordially welcomed

   - Mr. Md. Shafi-ul-Alam from the project team introduces Dr. Eiji Oyamada as an internationally reputed Professor of Doshisha University of Japan, Universities in Indonesia, Hong Kong and the Philippines), eminent Researcher (in Anti-corruption) and expert in governance and development

2.   **Inaugural Speech by the Additional Secretary (Coordination)**

Mr. Bijoy Bhattacharjee, Additional Secretary (Coordination), Cabinet Division, inaugurates the training program with a brief speech. The key remarks are-

   - Through this training we may share collective experience and wisdom on integrity and corruption

   - The level of participation in the training should rise to own the concept of Integrity

   - Two schools of thoughts about governance- the systemic problems and the system approach

   - Should focus on how to make our system most effective which may automatically reduce corruption

   - Should pay special attentions to Articles 7, 5 and 10 of the UNCAC

   - Corruption spreads as a cancerous disease- we need to explore why people are prone to corruption

   - This event provides the platform to pinpoint our attentions on many inter and intra-governmental issues and our national interventions relevant to Integrity and Anti-Corruption

   - Corruption makes the costs of our public transactions higher and ever higher

   - We need to keep our mind "open" to take in new thoughts and ideas

   - We must have right start at right time- nothing half-heartedly

   - The 360 degree view of Professor Oyamada may be very stimulating, mind blowing and thoughts provoking for all us to get inspired

   - Hope the training may be mutually rewarding

3.   **Presentation by Professor Oyamada**

The salient points focused in the presentation by Prof. Oyamada are-

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- More than 1 in 4 people around the world report having paid a bribe.

- Political-Will should be at the center of effective anti-corruption Strategy- three pronged Strategy encompassing professional staff, effective education strategy and legal framework may work well

- Anti-corruption should be performed not as a part of campaign, but should move gradually through sustainable commitment by political leaders and continuous pressure from the public

- Corruptions may be acceptable if it is: (1) due to poverty (2) to help people/ relatives (3) to accelerate services

- Corruption is not primarily a problem of bad people , but of bad system

- One decade back people were not brave enough to talk against CORRUPTION

4. **Queries/Responses by the Participants**

- Mal-nutrition and poor governance should be our current areas of priority to address

- It not proper to blame the institution like Police, Political Party, Public Sector, Court or Immigration to be most prone to corruption- all these are interrelated in raising corruptions

- The Civil Servants in Bangladesh are almost helpless to countermeasure the corruptions allegedly prevailing in the Judicial sector- common people in search of information do not have access to higher Courts -existing relevant laws need to be amended

- Working for corruption control in any particular institution is not likely to yield the expected results- it is wise to proceed with an integrated approach

- Many decisions of the Court depend on the reports submitted by the Police- so the Court on some occasions cannot exercise integrity independently

- Absence of good-will from our political parties is one of the major hindrances to corruption control

- Corruptions have not virtually increased - it seems increased because the Media is playing dominating and increasingly extensive roles to bring to light the incidences of corruptions

- One of the key reasons of increased corruption is emergence of new technologies as well

- Most of the corrupt practices abound in Land administration, Police & Registration offices

- Advancement of ICT and the digitalization process can greatly reduce corruptions if only the humans working with those technologies are truly committed to that end

- The situation of homelessness for 1 judge out of 3 in Mongolia might have prevailed before 2011- as the GDP growth of Mongolia by the end of this year raised above 17%.

- Despite corruptions, Bangladesh must progress faster in next10 years

5. Concluding remarks by the Chairperson

Mr. Md. Nazrul Islam, Secretary (Coordination & Reforms) concludes the Program with the following important points in remarks :

- It is good to hear that the participants want more training- internet provides us more opportunities to learn more

- In the JCC's meeting the performance of the project and that of the NIS stakeholder organizations are much appreciated

- It is the Cabinet Secretary himself who took great initiative to get NIS approved by Cabinet

- It is JICA that has come up with a noble move to support for NIS implementation

- The JCC's meeting expects proper implementation of NIS with more relevant and significant components to be incorporated into the scope of the Project

- It is good to watch the NIS Work Plans uploaded to the Websites of most of the Ministries/Divisions and other select organizations

- The Cabinet Division is developing effective monitoring system for NIS

- This training will enrich the participants to work on NIS more efficiently

- NIS has got "top level political Commitment" as our Prime Minister herself coined the caption of NIS as "Sonar Bangla Gorar Prottoy" (Commitment to build up Golden Bengal)

- True that the "Commitment" may take longer time to come true as Japan has taken 50 years to reach the status of becoming a " Developed Country"

- The experiences of Japan, Indonesia and the Philippines may acquaint us with some good practices too

- Bangladesh Bank has set good example of good practices- their process of automation has drastically reduced abuses/wastages of resources- change in system is critically important

- Thanks for all for participation and great contributions made by them.

List of officers nominated by Cabinet Division for Training in Japan

2015

Sl. No.	Names, designations and official addresses
1.	Md Nazrul Islam, Secretary, Cabinet Division
2.	Md Moyeen Uddin, Additional Secretary, Cabinet Division
3.	Mohammad Mahiuddin Khan, Additional Secretary, Cabinet Division
4	Md Shamsul Arefin, Director General, Anti-Corruption Commission Bangladesh
5.	Rawnak Mahmud, Member Director, Bangladesh Agricultural, Development Corporation
6.	Nandita Sarkar, Deputy Secretary, Ministry of Civil Aviation and Tourism
7.	Abu Shahin M Ashaduzzaman, Deputy Secretary, Cabinet Division

2016

Sl. No.	Names, designations and official addresses
1.	Mr. N M Zeaul Alam, Secretary-in-Charge (Coordination and Reforms), Cabinet Division
2.	Mr. Abu Md. Mostafa Kamal, Secretary, Anti Corruption Commission
3.	Mr. A S M Mahbubul Alam, Additional Secretary, Ministry of Information
4	Ms. Mahmuda Begum, Additional Secretary, Economic Relations Division
5.	Mr. Safiqul Islam, Additional Secretary, Road Transport and Highways Division
6.	Mr. Prodip Ranjan Chakraborti, Joint Secretary, Ministry of Home Affairs
7.	Mr. Altaf Hossain Sheikh, Deputy Secretary, Cabinet Division
8.	Ms. Ferdousi Akhter, Deputy Secretary, Ministry of Expatriates' Welfare and Overseas Employment
9.	Mr. Md. Kamrul Hasan, Senior Assistant Secretary, Cabinet Division
10.	Ms. Khandker Sadia Arafin, Senior Assistant Secretary, Cabinet Division

\<Training Program\>

Day	Date			Activity Schedule	Topic	Expected Output	Place
1	Thu	4 June		Departure from Dhaka / Arrival in Japan			Travel
2	Fri	5 June	AM	Program briefing			JICA Tokyo
			PM:	Program orientation, Courtesy visit			JICA HQ
3	Sat	6 June		Holiday			
4	Sun	7 June		Holiday			
5	Mon	8 June	AM	· Training orientation · Lecture on Good Governance (and Administration)	· Meaning of good governance · Specific components of good governance and their meanings · Further discussion on some important components of good governance such as accountability, transparency, and rule of law	Increasing knowledge of the concept of good governance	GRIPS
			PM	· Lecture on policy process (policy making, implementation, and evaluation) and good governance · Lecture on discipline, ethics and anti-corruption in the government	· Conceptual framework of policy process and the case in Japan · Roles of actors (such as politicians, bureaucrats and citizens) at each stage (phase) of policy process · Good governance at each stage (phase) of policy process · Risks and dangers of corruption in government activities, tools, methods, and procedures · Systems to ensure discipline and ethics and to prevent corruptions	· Understanding stages of policy process (policy making, implementation, and evaluation) in Japan, including roles of stakeholders. · Understanding discipline, ethics and other measures against corruption, introduced by the Japanese government	GRIPS
6	Tue	9 June	AM	· Lecture on organizations and people to ensure good governance: Details of Japanese laws and regulations related to discipline, ethics, corruption and good governance in general	Details of Japanese laws and regulations related to discipline, ethics and corruption, and good governance in general · National Government Civil Service Act · National Government Ethics Act · Administrative Procedure Act · Administrative Information Disclosure Act · Administrative Policy Evaluation Act · Administrative Appeals Act · Administrative Counselor Act · Whistleblower Protection Act · Code of conduct for ministries · Law for disclosure of assets and others of the members of the Diet, etc.	Understanding institutional and personnel arrangement to implement governance-related laws and regulations in Japan	GRIPS
			PM	· Lecture on trust in the government (in detail) and good and effective governance			GRIPS

7	Wed	10 June	AM	Visit the Administrative Evaluation Bureau of the Ministry of Internal Affairs and Communications	How the laws and regulates are implemented at the Administrative Evaluation Bureau, Ministry of Internal Affairs and Communication ・Complain management system in Japan ・Administrative Counselor Act ・Administrative Policy Evaluation Act	Gaining knowledge how governance-related laws and regulations are implemented in Japan	Ministry of Internal Affairs and Communications
			PM	Visit the Administrative Management Bureau of the Ministry of Internal Affairs and Communications	How the laws and regulates are implemented at the Administrative Management Bureau, Ministry of Internal Affairs and Communication ・Administrative Procedure Act ・Administrative Information Disclosure Act ・Administrative Appeals Act		
8	Thu	11 June	AM	Visit the National Public Service Ethics Board, National Personnel Authority	How the laws and regulates are implemented at the National Public Service Ethics Board, National Personnel Authority ・ National Public Service Ethics Act		National Personnel Authority
			PM	Workshop: Discussion on how to apply the learning outcome of the training to governance issues in Bangladesh	・ Discussion on how to apply the Japanese experiences to governance issues in Bangladesh ・ Formulation of a common action plan among the participants to promote good governance in Bangladesh		
9	Fri	12 June	All Day	・ Workshop: Formulation of action plan to promote good governance in Bangladesh ・ Closing Ceremony			Tokyo
10	Sat	13 June		Departure from Tokyo / Arrival in Bangladesh			Travel

GRIPS: National Graduate Institute for Policy Studies

Training in Japan 2016

Knowledge Co-Creation Program (Country Focus) "Governance and Anti-Corruption"
J1621642   July10-July 18, 2016

as of July 7, 2016

Date	Time	Activity Schedule	Speaker / Person to meet	Place
10(Sun)	7:40	Arrival		
11(Mon)	9:00 ～ 10:30	【Briefing】	JICA Tokyo, Briefing staff	TIC SR404
	10:40 ～ 11:15	Gather at the lobby and move to JICA HQ by JICA bus		
	11:30 ～ 12:00	【Courtesy visit】JICA Headquarters	Mr. Hiroyuki Kawanishi, Executive Advisor to the Director General, Industrial Development and Public Policy Department, JICA	JICA HQ
	12:00 ～ 12:30	Move to National Graduate Institute for Policy Studies (GRIPS) by JICA bus		
	14:00 ～ 14:20	【Program orientation】		
	14:20 ～ 17:20	【Lecture】Good Governance (and Administration) Government Policies and Activities Introduction to Japanese Government and Public Administration	Prof. Masahiro HORIE, Director of Executive Development Center for Global Leadership; Director of Young Leaders Program; Senior Professor, GRIPS	GRIPS Meeting Room 4B
	17:20 ～ 17:50	Return to TIC by JICA bus		
12(Tue)	8:40 ～ 9:15	Gather at the lobby and move to GRIPS by JICA bus		
	9:30 ～ 12:00	【Lecture】Systems, Organizations and People for the Sustainable Democracy Legal System of Japan	Prof. Masahiro HORIE, Director of Executive Development Center for Global Leadership; Director of Young Leaders Program; Senior Professor, GRIPS	GRIPS Meeting Room 4B
	13:00 ～ 15:00	【Lecture】Enhancing Public Trust and Governance through Innovative Administration		
	15:00 ～ 17:10	【Lecture】Civil Service System and Human Resource Development Public Service Disciplines, Ethics and Anti-Corruption Measures		
	17:10 ～ 17:40	Return to TIC by JICA bus		
13(Wed)	9:10 ～ 9:45	Gather at the lobby and move to Ministry of Internal Affairs and Communications (MIC) by JICA bus		
	9:55 ～	【Welcome Remark】Administration Evaluation Bureau, MIC	Mr. Ken SANUKI, Director-General of the Administration Evaluation Bureau, MIC, accompanied by Mr. SUGAWARA, Ms. HIRANO	Special meeting room No. 1, 8F, MIC
	10:10 ～ 11:00	【Lecture】Function of the Administrative Evaluation Bureau, Administrative Inspection and Policy Evaluation	Ms. Orie HIRANO, Director for Policy Planning Division, Administrative Evaluation Bureau, MIC	
	11:10 ～ 12:00	【Lecture】Administrative Counseling System and Activity of Administrative Counselors	Mr. Nozomu SUGAWARA, Director for Administrative Counseling Division, Administration Evaluation Bureau, MIC	
	12:10 ～ 13:20	【Lunch, Site tour】the the second joint building, i.e., press conference room		Meeting Rm, Ground F, MIC
	13:30 ～ 13:50	【Courtesy visit】the Vice-Minister for Policy Coordination	Mr. Takayuki SASAJIMA, Vice-Minister for Policy Coordination, MIC	Office for Vice-Minister, MIC
	14:00 ～ 14:05	【Welcome Remark】Administrative Management Bureau, MIC	Mr.Hiroyuki HORIE, Deputy Director-General of the Administrative Management Bureau, accompanied by Mr. Kato	Special meeting room No. 1, 8F, MIC
	14:05 ～ 16:15	【Lecture】Administrative Procedure Act, Act on Access to Information Held by Administrative Organs, and Administrative Appeal Act	Mr. Takeshi KATO, Director for Management and operation of administrative systems common to each Ministry, Administrative Management Bureau	
	16:20 ～ 16:50	Return to TIC by JICA bus		
14(Thu)	9:10 ～ 9:45	Gather at the lobby and move to National Personnel Authority (NPA) by JICA bus		
	10:00 ～ 10:20	【Courtesy visit】the Commissioner of the National Personnel Authority, NPA	Mr. Hiroshi TACHIBANA, The Commissioner, NPA	National Personnel Authority
	10:30 ～ 12:00	【Lecture】National Public Service Ethics Act	Mr. OKUMURA, Principal Councilor, NPA	
	12:00 ～ 12:20	Move to GRIPS by JICA bus		
	13:30 ～ 14:30	【Special Speech & Discussion】NIS in Bangladesh "Toward Happy and Prosperous Golden Bangla"	Mr. Mohammad Shafiul ALAM, the Honarable Cabinet Secretary, Cabinet Division, the People's Republic of Bangladesh	GRIPS Lecture Room M, 5F
	14:40 ～ 16:30	【Workshop】Discussion on how to apply the Japanese experiences to governance issues in Bangladesh	Prof. Masahiro HORIE, Director of Executive Development Center for Global Leadership; Director of Young Leaders Program; Senior Professor, GRIPS	GRIPS Meeting Room 4B
	16:30 ～ 17:00	Return to TIC by JICA bus		
	18:30 ～ 19:00	Gather at the lobby and move to the Embassy of Bangladesh by chartered bus		
	19:00 ～ 21:30	【Dinner】Embassy of Bangladesh *Tentative (Schedule being adjusted)	Ms. Rabab FATIMA, Ambassador, Embassy of the People's Republic of Bangladesh to Japan	Embassy of Bangladesh
	21:30 ～ 22:00	Return to TIC by chartered bus		
15(Fri)	9:10 ～ 9:45	Gather at the lobby and move to GRIPS by JICA bus		
	10:00 ～ 12:00	【Workshop】Discussion on how to apply the Japanese experiences to governance issues in Bangladesh	Prof. Masahiro HORIE, Director of Executive Development Center for Global Leadership; Director of Young Leaders Program; Senior Professor, GRIPS	GRIPS Meeting Room 4B
	13:30 ～ 15:00	【Wrap up (Review)】		
	15:10 ～ 15:40	【Closing Ceremony】	JICA	
	16:00 ～ 17:00	【Closing Party】	JICA	GRIPS Cafeteria
	17:00 ～ 17:30	Return to TIC by JICA bus		
16(Sat)	9:30 ～ 12:00	【Workshop】Formulation of action plan by referring to observations in Japan	Mr. Atsushi Tokura, IC Net	TIC SR402
	13:00 ～ 19:40	【Site visit】gather at the lobby and visit the sites by JICA bus 1.Disposal site by coastal reclamation 2.Redevelopment of SUMIDA riverside by Water bus 3.ASAKUSA Returnning to TIC at 19:40	Mr. Atsushi Tokura, IC Net Mr. Hiroki Watanabe, JICA Bangladesh	Tokyo
17(Sun)	9:30 ～ 12:00	【Presentation】Formulation of action plan for NIS Support Project Phase2	Mr. Atsushi Tokura, IC Net	TIC SR402
18(Mon)	10:30 ～ 16:45	From Narita to Kuala Lumpur (MH089)		
	18:20 ～ 20:10	From Kuala Lumpur to Dhaka (MH 112)		

JICA: Japan International Cooperation Agency
TIC: Tokyo International Center of JICA
GRIPS: National Graduate Institute for Policy Studies
MIC: Ministry of Internal Affairs and Communications
NPA: National Personnel Authority
Accommodation: Tokyo International Center of JICA (TIC)
 49-5, Nishihara 2-chome, Shibuya-ku, Tokyo 151-0066, Japan
 Tel: +081-3-3485-7051

MEMO OF SEMINAR

On "Implementation of National Integrity Strategy: Selected Good Practices"

Date and time   : 15 October 2015, 11:00 hrs.-13:15 hrs.

Venue   : Carnival Hall, BICC, Sher-e- Banglanagar, Dhaka

Organized by   Cabinet Division

Chief Guest   : Dr. Gowher Rizvi, International Affairs Adviser to the Prime Minister

Special Guest   : 1. H.E. Mr. Masato Watanabe, Ambassador Extraordinary and Plenipotentiary Embassy of Japan

                               2. Mr. Mikio Hataeda, Chief Representative, JICA, Bangladesh Office

Chaired by   : Mr. M_Musharraf Hossain Bhuiyan, Cabinet Secretary

Participants   : Annex-1

01. Address of Welcome

The Seminar sets in with an "Address of Welcome" by Mr. Md. Nazrul Islam, Secretary (Coordination and Reforms), Cabinet Division. The key points of the address are -

- The NIS, termed as Commitment for Golden Bengal, manifests political commitment of the State
- The core purpose of NIS is to consolidate good governance in the State and the Society
- NIS is virtually directed to involve concerted efforts to fight against corruption too
- NIS is now set to becoming more and more visible
- 59 Ministries/ Divisions/Organizations are major actors and Cabinet Division central coordinator
- NIS Work Plan for 18 months (Jan 2015-June 2016) are adopted and being implemented
- Almost all the NIS Work Plans have been uploaded for all web visitors to value and comment
- To monitor NIS implementation progress Cabinet Division has developed monitoring framework
- Govt. Performance Management (GPM) / Annual Performance Agreement are linked with NIS
- Current Seminar purports to focus selected good practices of five organizations to inspire others
- Panel Discussion is placed on agenda to share interactions with major NIS stake holders (Media/ NGO /Academia/**Civil Society**) on how **CS** can promote good practices in Public-Private Sectors
- Hope the Seminar may yield some encouraging outputs

02. NIS Good Practice Documentary and Presentation

A short documentary is displayed which projects the following institutional good practices –

- Automated Toll Collection System of Bangabandhu Bridge by Bridges Division
- Identification of Black Spots as Road Accidents Reduction initiative and Online Grievance Redress System (GRS) by Road Transport and Highways Division
- National Helpline Services for victims of violence against women by the Ministry of Women and Children Affairs under Multi-Sectoral Program on violence against women
- Corporate Memory Management System by Bangladesh Bank to detect/ prevent malpractices by private banks and to keep banking sector free from corrupt personnel

- Conducting participatory Public Hearing at district levels by Anti-Corruption Commission

The following five presenters make power point presentations on their organization-specific good practices and explain the video shots displayed in the documentary-

- Mr. Habibur Rahman, Deputy Secretary, Bridges Division ("Bangabandhu Bridge Automated Toll Collection System")
- Mr. Ziauddin Ahmed, Director General, Anti-Corruption Commission ("Role of Public Hearing to ensure corruption free public services")
- Mr. Md. Nasiruzzaman, General Manager & Member, Ethics Committee, Bangladesh Bank. ("Implementation of National Integrity Strategy in Banking Sector")
- Mr. Safiqul Islam, Additional Secretary, Road Transport and Highways Division ("Addressing Black Spots: A Good Practice")
- Dr. Abul Hossain, Project Director, Multi-Sectoral Program on Violence Against Women, Ministry of Women and Children Affairs ("National Helpline Centre for Violence against Women and Children ")

04. Panel Discussions

The panel discussion takes place with participation by following four selected panelists representing the Government sector, NGO, Civil Society/Women Leadership and Media respectively-

(1) Mr. Monjurul Ahsan Bulbul, Editor-in-Chief, ATN Bangla
(2) Ms. Aroma Dutta, Executive Director, PRIP Trust, Dhaka
(3) Mr. Md. Moyeen Uddin, Additional Secretary, Cabinet Division
(4) Ms. Rokeya Kabir, Chairperson, Association of Development Agencies in Bangladesh

The panel discussion is steered up by the appointed Moderator- Mr. Md. Mahiuddin Khan, Project Director (Additional Secretary), NIS Support Project, Cabinet Division. The views/ comments of the Panelists are as follows-

Views and Comments	Panelists
- We have watched five excitingly superb examples of good practices - it makes us optimistic and unveils some positive indicators - It could be nicer if the good practice of automated toll collection system of Bangabandhu Bridge could be replicated in other toll-bridges as well- this may set an example of pursuing own model - The digital good practices like Corporate Memory Management system, e-recruitment, e-tendering, Core Bkg etc. indicate the dynamic leadership of the Governor of Bangladesh Bank (BB)- e-tendering can reward visible results as evidenced from "no complaint" for last 10 years against tendering in Dhaka University since pursuing e-tendering - Identifying and addressing the black spots (places most prone to accidents) is undoubtedly a laudable initiative- but this fragmentary success may be foiled if comprehensive efforts are not taken to reduce the hassles and inconveniences of the road users- congratulations for the Minister for his visibly proactive role to alleviate people's sufferings	Mr. Monjurul Ahsan Bulbul Editor-in-Chief, ATN Bangla

• Candidly admitted that it is a great failure of Media to omit dissemination about the excellent service of National Helpline (7/24 calling 10921) for the victim of violence against women- equally important is availability for 7/24 by the stakeholder actors too • ACC's initiative for Public Hearing may be very effective to sensitize the people- but intensive preventive measures also needed-if occurrence of corruptions involving colossal amount of money (like Hallmark) cannot be averted many successes of ACC will be simply abortive • NIS should not be confined within project framework and limited timeline- it must go beyond • Government can design plan and works in set structures- the non-Govt. organizations should join hands with the Govt. to carry it forward as needed for NIS too-the printing media, the private TV channels, the FM and community Radio can play powerful role for NIS	
• The civil society should take NIS as an agenda of social movement as politically committed by the Prime Minister herself • The toll collection systems of other bridges (notably on Dhaka- Chittagong highways) should also be strictly monitored so as to get of their serious mismanagement including the toll-system • Our ethical and human values are eroded - forming Ethics Committee in all govt. and no-Govt. organizations is essentially needed- good leadership can trigger off good practices -model is the Governor of BB • ACC's program for Public Hearing can ensure transparency and accountability of public service providers- NGOs and LG may follow • NGOs may utilize their network and community connections to disseminate the 7/24 service of the National Helpline • Beside black spot management, the drivers and helpers of the vehicles must be dealt with properly (punishment/ training/enforcement of traffic rules and regulations)- if there is will, there is way • NGOs may be assigned with the responsibility of monitoring- Citizen Forums may be formed to ensure the best services for the citizens • NGOs should also own and work for NIS to promote the culture of responsibility, transparency and accountability within and beyond their organizational structures	**Ms. Aroma Dutta** Executive Director, PRIP Trust, Dhaka
• Though management of Black Spots is crucially important-identifying the reasons as to how Black Spots have emerged is also equally important- whose vested interests have been protected in creating such spots by leaving out their lands from the road-designs? • Citizens' rights to public services should be placed on supreme value • In any development planning- coherence and consistency with existing Govt. policies must be checked- otherwise wastages of energy and other resources will happen (example of bad practice) • ICT should be widely used in land management, natural resources (water / mineral etc.) management • The variety of services of different providers may be integrated into one	**Ms. Rokeya Kabir** Chairperson Association of Development Agencies in Bangladesh (ADAB)

- national helpline to make it more efficient and better rewarding - A coordinated approach of root and peripheral causes should be pursued-eradication of root causes may take longer time while peripheral causes may be remedied in short term to reduce public sufferings - Seminars on NIS have been organized by NGOAB and ADAB in 7 divisions and 14 districts so far. - To set an example of good practice ADAB is constructing e-library where almost all government policies and enactments will be available - NIS should also guard against unfair practices propagated in the name of religion and so called social reforms - Change in mind-set a, promoting quality of education and result based management (as indicated in 7th Five Year Plan) can expedite the implementation of NIS	
- NIS combines both what to do and how to do and insists on building public-private partnerships - The automated toll collection system at Bangabandhu Bridge has not only sealed off corruption but also lessened sufferings of the passengers - Most of the road accidents take place at zigzag points of black spots-accidents occur across the straight road also, caused by rash driving - Some of the remedies may be widening of roads, enhancing the efficiency of drivers, ensuring integrity of the men behind the system and motivating/ warning the drivers by the owners of the transports - As for violence against women, the culture of silence should be broken off (as has been done in Uganda) by raising awareness and sensitizing about the rights of the victims - The attitude and mentality of the service providers need to be changed- the civil society must come forward with commitment of change and dedicate efforts for NIS to achieve the goal of Vision 2021	**Mr. Md. Moyeen Uddin** Additional Secretary Cabinet Division

05. Open Floor Discussion

Comments/Questions	Participants
Currently there exist as many as 3, 800 "Para Kendra" (Community Centers) in three Hill Tracts districts, which may be utilized as hubs of multiple public service delivery- may be another example of good practice	**Mr. Manik Lal Bonik** Joint Secretary M/O Chittagong Hill Tracts Affairs
We should take more inside look into what is happening in many public institutions relative to management of Govt. transports- though the Govt. provides loan facilities to buy personal cars and pays handsome amount of monthly maintenance charges, many officers are found engaged in unauthorized use of Govt. transports and some using project vehicles without legal entitlements- what can NIS do to redress these unethical practices?	**Mr. Mahfuzur Rahman** Representative Press Information Department (PID)
According to existing transport use policy, the Govt. officers may use extra / any	**Mr. Md. Moyeen Uddin**

pool vehicles on formal requisitions and payment of prescribed charges. As regards the misuse of Govt. and project transports, the Cabinet Division frequently issues directives to the Ministries/ Divisions and other organizations in referring to strict enforcement of the Govt. Transport use policy- the situation appears improving.	Additional Secretary Cabinet Division
The video documentation of five selected good practices is an excellent initiative- it could be more representative and have more impact if some good practices from other areas of public service like land, education, police, health, could be incorporated.	**Mr. Golam Kibria** Joint Secretary M/O Defence
The teachers are termed as the architects to promote humans-they have got enough power to change Bangladesh as they basically deal with human ethics and fundamental values of the children and young generation- one NIS seminar may be organized exclusively with the teachers to share views and ideas on how they can work for NIS	**Mr. Insan Ali** Head Master Dhanmondi Government High School, Dhaka
• We are curious to learn about what elements are there in the corpus of NIS regarding agenda for qualitative changes in our academic system and study contents • Is there any Ethics Committee at national level? What's about "OMBUDSMAN"-any progress to make it exist in operation? • The initiative to identify "Balck Spots" is appreciable- but what actions the Road Transport and Highways Division have taken to mitigate the disruptive road management under and around "Mayor Hanif Fly-over" ?	**Mr. Abdul Hye** A teacher and Freedom Fighter
• Program of NIS should start with the child students at primary levels at their formative stage of mental and intellectual growth • Helpline for victims of violence against women is an admirable intervention by the Government- but what actions can Government undertake to help those victims of violence, who are highly educated and belong to upper class in the society?	**Ms. Aklima Jahan** Head Teacher Nazrul Shikkaloy (a private School) Mogbazar, Dhaka
• Though there is no Ethics Committee at national level, a central body for NIS is there dubbed as National Integrity Advisory Council (NIAC) headed by Hon'ble Prime Minister • Three Special Committees are operating- Committee against Adulteration in Foods, Land Management Committee and Right to Information Implementation Committee • Educational Institutions have already been incorporated into NIS as one of the six non-State organizations	**Mr. Md. Moyeen Uddin** Additional Secretary Cabinet Division
• True that despite untold violence perpetrated to them, the women having higher education and in the higher middle class group prefer silence to asking for legal or government help • Before 3 or 4 decades, even the women victims of domestic violence did not like any external interventions to mitigate the incidence of such violence- they used to term it as their "internal/private family affairs" • The Hon'ble High Court has fortunately passed the Directives to the	**Ms. Rokeya Kabir** Chairperson Association of Development Agencies in Bangladesh (ADAB)

Government to form Committees to help victims of gender violence	
• The examples of good practices by organizations have been displayed as a deliberate attempt to sensitize and encourage others • The good practice of toll collection system of Bangabandhu Bridge may be replicated in other bridges also under Bridges Division • The recommendation to constitute " Citizens Forum" is well taken • Integrity practices should be expected not only from Government servants- the private and non-government sector should also come up • Extensive dissemination about the National Helpline service is needed- the Media, NGO and Civil Society should also be proactive about it	**Mr. Md. Mahiuddin Khan** Additional Secretary Cabinet Division and Moderator

06. Speeches of the Special Guests

6.1. Mr. Mikio HATAEDA , Chief Representative, ICA, Bangladesh Office, has spoken on the occasion. The key points of his speech are-

• Soon after adoption of NIS by the Cabinet in 2012, JICA has been pleased to start collaboration with the Government of Bangladesh
• JICA virtually assists for promoting good governance through NIS
• After conducting a successful study mission, JICA decides to extend technical assistance to NIS implementation
• Mr. Nazrul Islam led a team consisting of officials from Cabinet Division and selected Focal Points who visited Japan to see for themselves how the Code of Conducts is applied and enforced in Japan
• Of late Bangladesh has recorded sound economic growth and social development and heading to become a country of middle income group from the phase of lower middle income
• For more accelerated growth, governance matters- good governance can largely promote and attract investments
• The progress of NIS so far made owes to the strong leadership the Cabinet Secretary-Mr. Bhuiyan
• Awareness building, work plans done by 53 organizations, NIS road map, NIS monitoring guidelines- are good examples of achievements of NIS so far
• Very thankful to Cabinet Division and Anti-corruption Commission for their great support for NIS and hope this will continue to bring in larger tangible results.

6.2. H.E. Mr. Masato WATANABE , Ambassador Extraordinary and Plenipotentiary Embassy of Japan in Bangladesh puts his brief speech with the following points of special importance-

• Heartily thankful to Dr. Gowher Rizvi for his presence - thanks to Cabinet Division for invitation
• Request goes for further support and continued support to implement NIS successfully
• Mr. Buiyan has done herculean task and shown dedicated service for NIS with strong commitment
• In October 2012, the historic and epoch making decision came with approval of NIS by the cabinet
• Salient features of NIS are: clear recognition of political commitment, goals for happy and prosperous Bangladesh and establishment of good governance
• The display of some good practices is just outstanding

- Hope, more organizations will come up with their own good practices too
- NIS should get into every sector of the country
- It is good to see that JICA is involved with NIS as an active partner
- We appreciate the goal of transforming Bangladesh into Sonar (Golden) Bangla to mark the golden jubilee of the independence of Bangladesh
- "Amar Kotha gulu Shunar jonno shobaike dhonnobad" ("thanks to all for listening to me")

07. Speech of the Chief Guest

The Chief Guest-Dr. Gowher Rizvi, the International Affairs Adviser to the Prime Minister in her speech pronounces the following key remarks-

- Thanks for organizing such a splendid event exclusively on Good Practices
- NIS may be commonly conceived as one of the lot of many other public documents- but unlike others it is a unique living document most potential to bring in qualitative changes in people's life
- The remarkable progress of NIS so far and so fast achieved may undoubtedly be ascribed to the dynamic leadership of the present Cabinet Secretary- he has purged skepticism with confidence
- Lot of interventions so far undertaken for NIS needs to be carried forward- not to get them lost
- Secretaries to the Government often get overburdened with many jobs and may opt to work for NIS "tomorrow"- but it may not happen "tomorrow"- so today is the best choice
- The values of NIS need to be internalized first- then to be continued in actions accordingly
- Despite many challenges to good governance, NIS may provide solid solutions to many problems
- Governance consists not only within the confines of the Government- and so is not NIS as well
- Great feature of NIS is that it incorporates into it both State /Non-State organizations down to the lowest unit –family, and encompasses all aspects of life holistically
- Five supplementary systems constitute excellence of NIS notably GPM, Grievance Redress System, e-Governance, Innovation and Citizen Charter
- The Vision 2021 is a broad State goal while NIS is how to get there- the more innovative approaches NIS takes to, the more fascinatingly appealing it will become
- NIS provides magnificent freedom to individuals and institutions to devise their own plans
- Good Practices of five institutions, as watched, do not represent the totality- there may be hundreds of the like or with better practices- the purpose is recognition and inspiring others
- More Seminars on NIS need to be organized out of Dhaka across the country down to field levels
- The success of NIS can largely contribute to accelerate pace toward elevating Bangladesh to the status of becoming a country of middle income group by 2021 and to high income status by 2041
- One of the State dreams is poverty and corruption free Bangladesh- the goal of NIS shall remain unachieved if poverty cannot be removed and equity over distribution of resources is not ensured

08. Statement of the Cabinet Secretary

In addressing the attendees of the Seminar Mr. M Musharraf Hossain, the Cabinet Secretary , puts out his Statement with following remarks-

- NIS was not adopted by the Cabinet in one go- it was finally approved in October 2012 after getting through many rounds of consultations and series of revisions at various forums and levels
- While in the process of formulation many stakeholders raised a question about NIS as "Do we really need such a national document?" Some seemed dubious about its implementation
- It was Dr. Rizvi, the Honb'le Adviser to Prime Minister, who came up with strong support
- Even the Honb'le Prime Minister (PM) was much enthusiastic about NIS- when consent to the title of NIS was solicited, the PM added the title " Sonar Bangla Gorar Prothoy" turning the proposed title to a sub-title only- a clear manifestation of the Govt.'s political commitment
- The explicitly positive political will of the Government has eased out the tasks of NIS so far
- The sliced speech of Bangabandhu, as watched on screen, distinctly indicate how staunchly he stood against corruption and how profound was his perception about corruption -he termed " not doing the assigned job properly is also a corruption"
- NIS has got vast canvas of comprehensive agenda of good governance
- Many people hold that the concept of good governance has emanated from Western sources- but this is not so- the concept is drawn upon the legend of the "Mahabharata"- the Pandava symbolizes good principles (Shunithi) while the Kaurava is for Corruption (Durnithi)
- Drastic reduction of corruption may not be possible until we can strike at the root causes
- Prevention of corruption is also very significant- ACC can play stronger role in close collaboration with other stakeholder organizations
- The expanse of NIS stretches from the state institutions and touches down to the family cutting through multi-layers of the society- but the first mover's roles are to be played by the institutions under Executive Division and Public Administration which are already on progress
- Though good practices of only five organizations are projected- many more organizations have also got good practices in place -Cabinet Division has compiled those and published a booklet
- Admirable is the book "Choray Choray Shuddachar" (Integrity in Rhymes) by Bangladesh Bank - selected good practices exposed with intent to induce and inspire others to replicate/initiate
- NIS is going slow but in steady paces- as living document NIS may take in more things to address
- As institutional framework National Integrity Advisory Council (NIAC) headed by Prime Minister, Executive Committee to NIAC headed by Minister for Finance, National Integrity Implementation Unit are formed to promote Integrity and eventually good governance for all
- The project for NIS shall not continue for longer span of time- Cabinet Division will guide, coordinate and ensure capacity building for all stakeholder organizations to sustain their efforts
- The implementation of NIS will also outreach the field levels- like that of A2I project (4500 Union Information and Service Centers already set up)
- Immediately after adoption of NIS, JICA came up with technical assistance for NIS Support Project- apart from explicit technical support, the psychological (positive attitude) and moral support of the Government of Japan is of supreme value for us- hope this will continue
- More reform issues now linked with NIS like GPMS and Annual Performance Agreement signed for execution, with all the Secretaries- the process shall be drawn down to sub-unit levels too
- The Government is ready to invest lot of resources but the public servants must show the results out of that (Result-based performance system)
- The Deputy Commissioners have also started holding Public Hearing- GRS, Citizen Charter and RTI are also being enforced at field levels as supplements under the umbrella scheme of NIS

- Awareness raising about NIS, partnership building (as with NGOs/ Civil Society) and generating demand for promotion of integrity are critically important factors for NIS
- The panel discussions in the Seminar have greatly helped us appreciate the role of Civil Society in supporting good practices in both public and private sectors
- The seminar aims to highlight the success stories to reinvigorate our confidence for bigger things
- The provision for "Ombudsman" was incorporated into the Constitution of Bangladesh in 1972 when very few countries had such institutions- the process for setting up the office of "Ombudsman" is underway- but meanwhile some other institutions have been established to perform the functions of "Ombudsman" like Human Rights Commission, Information Commission and GRS in all public organizations
- The Seminar may be looked upon as a great milestone in the journey of NIS
- Highly thankful to H.E. Ambassador Extraordinary and Plenipotentiary, Embassy of Japan in Bangladesh and the Chief Representative of JICA Bangladesh Office for their presence and continued support to us
- Let us cherish our hope and keep up commitments to achieve Vision 2021 and raise Bangladesh to the status of a developed country.

09. Vote of Thanks

- Elaborate discussions and vibrant interactions held on good practices of five organizations
- We have gained valuable inputs from the panelists and the audience as how to support and promote good practices in both public and private sectors
- Thanks for Dr. Gowher Rizvi, Hon'ble Adviser to the Prime Minister on International Relation, H.E. Ambassador Extraordinary and Plenipotentiary, Embassy of Japan in Bangladesh and the Chief Representative of JICA Bangladesh Office who have graced the occasion
- Thanks for the respected Cabinet Secretary for presiding over the Seminar
- Thanks for all who have participated and contributed to enrich the outcome of the Seminar
- Thanks for the officials of Cabinet Division, the team members of NIS Support Project and for the officials, producers and shooting team of Department of Films and Publication
- The Seminar ends, but the journey to Good Governance through promoting Integrity and Prevention of Corruption will never end
- Active support and self-inspired Proactive support of all from all sectors are sought to make NIS meet its targeted goals -establishing good governance in building prosperous Sonar Bangla.

Memo of Second Seminar on "Implementation of National Integrity Strategy (NIS): Selected Good Practices"

Date and time	:	06 November, 2016 / 14:00 hours -17:00 hours.
Venue	:	Bijoy Hall, Bidyut Bhaban
Chief Guest	:	**Mr. Mohammad Shafiul Alam**, Cabinet Secretary
Special Guest	:	**Mr. Mikio Hataeda,** Chief Representative JICA Bangladesh Office
Chaired by	:	**Mr. N M Zeaul Alam** Secretary (C&R) Cabinet Division
Organized by	:	Cabinet Division in collaboration with JICA
Participants	:	Annex-1

01. Opening Remarks by the Chair

Mr. N M Zeaul Alam, Secretary (C&R) welcomes the participants of the Seminar. Warmly addressing them all, he speaks out the following points:

- Many innovative initiatives and good practices are operating in Ministries/Divisions/Organizations
- In view of close relevance to NIS Cabinet Division selected 10 such practices for Research and Video
- Current Seminar aims at sharing the findings of the Research and exhibiting the Video with fond expectation of valuable inputs and comments from participants to streamline implementation of NIS
- Lot of events and activities have been launched during last two years under NIS Support Project
- Current Seminar purports to present a brief account of the progress so far achieved to promote NIS
- We owe much thanks to JICA for their great assistance for effective implementation of NIS

02. Discussion by Guest Speaker

Dr. Niaz Ahmed Khan, Professor of the Department of Development Studies, University of Dhaka, makes a presentation and discusses on the background and significance of NIS. His discussion touches on the following key points-

- Integrity- not a country specific issue, it is a global concern having universal recognition and appeal
- Two attributive dimensions of Integrity- individual (behavioral) and institutional (service-delivery)
- Integrity is an in-built virtue inherited by humans by nature, NIS is concerned how to address the deviations through preventive and promotional approaches
- Integrity has multifold meanings and implications-dispensing with integrity, humanity cannot evolve on to perfection- one must take on conscientious efforts to keep away from all forms of corruption
- NIS has been shaped out through a long drawn, inclusive, diverse and multi-level consultations

- NIS has got the following challenges/threats (C/T) and strengths/opportunities (S/O)-

  - A pervasive culture of deep rooted corruption (C/T)
  - Relative absence of prior experience in implementing such strategy (C/T)
  - Limited understanding on governance reforms, reluctance to reform (C/T)
  - Absence of enabling environment/ Limited capacity and confidence (C/T)
  - Insufficient sensitization among stakeholders (C/T)
  - Capacity issues within NIIU, and the extent of institutionalization of the NIS (C/T)
  - A high degree of political and administrative commitment from the top brass (S/O)
  - The universal value, appeal, and recognition of the subject (S/O)
  - Flexibility and adaptability to changing contexts (S/O)
  - A holistic approach that can incorporate all major issues of governance (S/O)
  - Does not warrant massive financial or logistical investments (S/O)

03. Video Documentary on selected Good Practices

On behalf of Cabinet Division, Khandker Sadia Arafin, Senior Assistant Secretary, displays a video documentary as a sequence of the Seminar, on ten good practices including (1) e-Government Procurement (2) e-Mobile court, (3) e-Procha [record of rights] (4) online pay fixation (5) applications of social media, (6) Annual Performance Agreement [APA] (7) Service Process Simplification [SPS] (8) decentralized online Monthly Pay Order (MPO) processing (9) digital snapshot for electricity billing and (10) online selection of workers for overseas employment.

04. Presentation on Research Findings

On behalf of Cabinet Division, Mr. Altaf Hossain Sheikh, Deputy Secretary, makes a presentation on the findings of Research Survey recently conducted by Development Research Initiative (dRi) under NIS Support Project of Cabinet Division. He explains the following major factors for successes of the ten selected good practices-

- 4.1. Environment Pressure
  - 4.1.1. External pressure
    - a. Demands of the citizens
    - a. External pressure from development partners
  - 4.1.2. Internal realization of the bureaucrats
- 4.2. Historical Institutional Context
  - 4.2.1. Emergence of government officials with democratic value & knowledge of ICT
  - 4.2.2. Management style
    - a. Performance based management
    - b. A gradual step by step process
- 4.3. Nature of Polity
  - 4.3.1. Political commitment
  - 4.3.2. Political initiative

05. Presentation by Project Director

Mr. Md. Mahiuddin Khan, Project Director of NIS Support Project, makes a presentation on "Progress of NIS and Good Governance Initiatives". He highlights the following points-

- Series of activities carried out in accordance with the Project roadmap since October 2014 till date
- The milestone activities include-

  · Formation of ethics committees in all Ministries/Divisions and associated Institutions,
  · Appointment of Integrity Focal Points and trainings for their capacity development,
  · Formulation and implementation of NIS Work Plans for 2015-16 and 2016-17 (ongoing)
  · Seminar/Workshops held with stakeholder institutions, trainings (2015 & 2016) in Japan
  · Good Practice Seminars, developing and disseminating documentary videos on good practices
  · Formulation of Public Relations Strategy for NIS

- The major Good Governance initiatives launched and ongoing include- RTI, GRS, Citizen Charter, Public Hearing, Innovations, using Social Media tools and Good Practices

06. Open Discussion

Concluding the presentation sessions, the Chair leaves the floor for open discussions to be moderated by Mr. Md. Mahiuddin Khan (Additional Secretary, Cabinet Division) and urges the Integrity Focal Points (IFP) and other participants to comment and contribute.

Sl. Nr.	Comments and Contributions	Participants
1	• NIS has demonstrated a good beginning- what is the next turn to do is to sustain the continuity of NIS to greater and deeper scale and keep improving the process and technology as well • The observed positivity about NIS is commitments from the tops	**Ms. Mahmuda Begum** Additional Secretary (IFP) Economic Relations Division.
2	• Great progresses made so far to implement NIS are evident from the presentation made by the Project Director • Complexities for pensions not yet fully cured, service records of preceding 5 years are required for officials of administrative service while records of the entire service career are required for other officials - indication of clear disparity • For budgeting purpose no specific head has been assigned for NIS	**Mr. Md. Mustafa,** Joint Secretary Ministry of Food
3	• Proper recognition of integrity and excellence in performance is needed to get inspired and motivated	**Mr. Sardar Abul Kalam** Additional Secretary, Rural Development and Cooperatives Division
4	• NIS seems insisting more on institutional integrity and less on individual integrity (ethical values and behavioral pattern) - NIS should prioritize finer balance between both edges • Around 480,000 teachers derive benefits from online MPO system • Online system does not necessarily mean process simplification- SPS should precede the online system	**Mr. Md. Aminul Islam Khan** Joint Secretary (IFP) Ministry of Education
5	• Good progress in service sector is markedly visible- many offices of AC (Land) are rendering higher quality of services • It's very difficult to debar the public servants, who are beset with easy opportunities for corruption- it's like putting drops of honey on the tips of their tongues and telling them not to taste the honey	**Mr. Zillar Rahman** Secretary-in-Charge Ministry of Social Welfare

6	• Activities to promote NIS in the sub-ordinate offices/ directorates/ departments etc, should be intensified- ACC should concentrate also on their internal problems	**Kazi Wasiuddin** Joint Secretary (IFP) M/O Fisheries & Livestock
7	• As formulation of list of services rendered to citizens forms part of APA, conducting baseline survey in each Ministry/Division is critically necessary to assess the status of the current services • One section in each Ministry/Division should be set up and be exclusively dedicated to deal with e-governance/NIS	**Mr. Md. Sukur Ali** Deputy Secretary (IFP) Ministry of Environment and Forest
8	• The activities of NIS should be quantified- areas most prone to corruption should be mapped out first before getting on drives of interventions- achievements should be consistent with the targets set ahead.	Wing Commander **Ferdous Mannan,** GSO-1 (IFP) Armed Forces Division.
9	• SPS is a no doubt very god practice, but are the lower or field level officers authorized to discard any step from the existing process which may apparently seem unnecessary or redundant?	**Mr. Moyeenul Islam,** Deputy Secretary Cabinet Division
10	• Public Service Commission has already taken to a good number of e-services (online registration and scrutiny of applications, online response, online results, etc.)	**Ms. Rowshan Ara Zaman** Director (IFP), Public Service Commission
11	• Corruption and disobedience to laws are the primeval habits of humans- even date further back to the story of Adam and Eve - the prophet Muhammad (S) was vehemently opposed to corruption • Dissemination of NIS so far done by Cabinet Division is not good enough- it should go wider and further down	**Mr. Mostafizur Rahman** Joint Secretary, Cabinet Division
13	• Digitization of Khatians (Records of Rights) is going on in 8 districts- in phases all districts will be covered soon- connectivity across DC, UNO and union digital centers are established- likely to reduce corruption	**Mr. Md. Abual Hossain** Joint Secretary M/o Land
14	• The RTI Act is a very significant legislation, but the demand side to exercise the Right is still very weak	**Mr. Jabed Ahmed** Additional Secretary M/O Expatriate Welfare and Overseas Employment
15	• What we term as "Best Practice" should be verified and evaluated by a third Party- work assignment should be time-bound • Discretionary powers should be drastically reduced- delegation of powers and functions should be generously enhanced	**Mr. Md. Ashadul Islam** Director General NGOB
16	• Adequate quantity of Integrity related posters may be published under NIS Support Project- these may be widely distributed to Govt. offices and sent down even to villages • To avert grand corruption, development planning framework should go to ACC for approval and monitoring • The good practices of Integrity Pledge, Citizen Report Cards, compensation for delayed service, etc. should be introduced • Existing laws deemed creating impediments to effective, satisfactory and corruption free service delivery, may be amended	**Dr. Md. Shamsul Arefin** Director General, Anti-Corruption Commission.
17	• No separate budget for NIS is needed- implementation of NIS activities is possible with partial funding internally drawn from the general budget allocations (earmarked for meetings, seminars, workshops, training, etc.)	**Mr. Md. Mahiuddin Khan,** Additional Secretary & Project Director ,

• Dissemination of NIS/ Good Practices will be done gradually through BTV and field level offices • Efforts will be launched to make the demand side of RTI stronger • Cabinet Division will hold regular consultations and monitoring of NIS Work Plan on every quarter of the planned year	NIS Support Project, Cabinet Division (MODERATOR)

07. Remarks by the Special Guest

The remarks made by Mr. Mikio Hataeda, Chief Representative, JICA Bangladesh Office refer to the following key points-

- Pleasured to attend second Seminar on good practices that has created opportunities for sharing

- NIS Support Project aims at establishing an effective implementation framework among ministries/divisions and other associate institutions- happy with Project progress achieved so far

- The dynamic economic growth of Bangladesh (so far 7%) and proper implementation of 7th FYP will largely help realize corruption prevention

- Pleased to see remarkable implementation arrangement of NIS: top leadership of NIS by Prime Minister and Finance Minister chairing NIAC and EC respectively

- Promoting Good Governance and GDP growth for economic development should be well balanced to achieve all out progress of the nation

- Hope, the Mission to Japan in last July could help the participants from Bangladesh bring home direct experience of how Japan is doing well for good governance

- Bangladesh can become a role model in integrity and excellence in delivery of goods and services

- Cabinet Division may expedite finalization of NIS Roadmap to step up implementation of NIS

- JICA ready to continue its support to see the transformational results to build "Soanar Bangla"

08. Speech by the Chief Guest

The following are the key points forming contents of the remarks made by Mr. Mohammad Shafiul Alam, the Chief Guest and the Cabinet Secretary-

- The NIS Support Project has entered into its winding phase to end by December 2016

- Recollecting the great cooperation that the Government of Japan had been gesturing with the Government and people of Bangladesh since 1972

- JICA's continued institutional support since 1974 that has lifted Bangladesh become the third largest partner country of Japan's ODA

- JICA's generous assistance for NIS Support Project has boosted the Cabinet Division to carry forward diverse interventions during preceding couple of years to implement NIS effectively

- Thanks to Mr. Mikio Hataeda, the Chief Representative of JICA Bangladesh office and his colleagues for joining the Seminar

- Good practices are ever good contributors to promote integrity and reduce corruption

- Candidly admit that apart from the good practices unfolded in this Seminar, many more good practices alike or even better exist across lot of organizations- both in public and private sector

- But given with practical limitations, Cabinet Division could not include all- sorry for that

- Thanks to all the participants for their valued inputs in the Seminar

09. Concluding Remarks by the Chair

The Chair expresses grateful thanks to the Secretaries to the Government of Bangladesh for making their presences and participating in the Seminar despite their busy engagements. He thanks the Integrity Focal Points and other participants for actively taking part and making valuable contributions in the event. He pronounces special thanks to Mr. Mikio Hataeda, the Chief Representative, Mr. Hitoshi Ara, Senior Representative, Mr. Hiroki Watanabe, Program Advisor (Governance) and Mr. Zulfiker Ali, Senior Program Manager, of JICA Bangladesh Office. He pays special thanks to Mr. Majumder, Senior National Consultant (NIS Support Project) for his presence and valuable inputs. He ardently expresses his great hope that irrespective of continuation of the Project, all government officials shall keep up their sincere and dedicated efforts to nurture the values of integrity to practices and demonstrate tangible results toward establishing good governance in commensurate with the envisioned "Sonar Bangla".

Government of the People's Republic of Bangladesh
Cabinet Division
Administrative Reforms and Government Performance Management Section
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Minutes of the 1st meeting of the Project Steering Committee (PSC) of the 'National Integrity Strategy Support Project'

Chairperson	:	Mr. M. Musharraf Hossain Bhuiyan, Cabinet Secretary
Date & Time	:	26 August 2015, 9.30 am
Place	:	Cabinet Room, Cabinet Division, Bangladesh Secretariat.
Attendance	:	**Annexure-A**

The Chairperson opened the meeting by welcoming the members of the Project Steering Committee (PSC). Then he requested the Secretary (Coordination and Reforms), Cabinet Division to apprise the meeting of the overall picture of the project. He informed the Committee that the tenure of the project, as approved by the Planning Commission, is from Feb/2015 to Jan/2017 and total cost of the project is Taka 1433.34 Lakh where JICA assistance is Taka 1258.89 Lakh and GoB allocation is Taka 174.45 Lakh. The project will mainly support the Cabinet Division in implementing activities relating to National Integrity Strategy (NIS) planning, monitoring, implementation, corruption prevention and capacity development. He also mentioned that the project had made good progress and the Additional Secretary (Reforms), Cabinet Division and Project Director would make a brief presentation on the progress of the project made so far.

2.   The Additional Secretary (Reforms) and Project Director apprised the PSC of progress of the implementation of project activities as of August, 2015 as well as some planned activities. He informed that broad areas of activities of the project are NIS planning, NIS monitoring, promotion of NIS implementation, corruption prevention, capacity development, and public relations. He highlighted the major achievements attained so far by the project. These are: developing a standard operating procedure (SOP) for Ethics Committees, formulation of NIS work plans by most of the Ministries and Divisions, developing a NIS roadmap and a public relations strategy, conducting five-day training for 79 officers and ten-day training for seven officers in Japan, organizing seminar with representatives of media, NGOs and the training institutions. The project has

also organized several workshops with the NIS focal points on different issues of NIS implementation at different times. Guidelines for monitoring NIS implementation have been drafted recently, and there is a plan for organizing training on monitoring shortly. He also highlighted some possible initiatives that might be organized this year under the project.

3. Participating in the discussion, the Additional Secretary, Economic Relations Division mentioned that the progress of the project achieved so far was satisfactory. NIS work plans have been prepared and submitted by most of the Ministries/Divisions, but their implementation needs to be monitored effectively. The Director General of Anti-Corruption Commission (ACC) expressed his concern on how NIS roadmap could be made a living document and how effectively it could be implemented. He informed the Committee of the formation of 2000 'Integrity Committees' by ACC at different schools. It was also discussed in the meeting on how integrity could be transmitted to the new generation in an effective manner.

4. The Cabinet Secretary expressed his satisfaction with the fact that the NIS roadmap had been developed. He mentioned that the document may need further modifications and adjustments even after it is approved. As the NIS itself is a living document, the NIS roadmap should also be considered as a living document. He emphasized the need for effective monitoring for proper implementation of the NIS. He further expressed his satisfaction for incorporation of NIS in the training curriculum of different training institutions. He suggested to coordinate with the Ministry of Education for making integrity initiatives an extra-curricular activity in all education institutions. He also called for expediting the process of making rules for effective implementation of the Whistle Blowers Protection Act.

5. The Chief Representative, JICA expressed his thanks to the Cabinet Division for furthering the implementation of the NIS. He emphasized the need for using the lessons learned from the training programmes organized in Japan as well as in Bangladesh. He also outlined the importance of dissemination of the NIS among different stakeholders and communities in addition to the civil servants.

6. After elaborate discussions, the following decisions were made:

   a) Necessary steps will be taken for the approval of NIS roadmap and it will be disseminated among concerned Ministries and Divisions.

   b) The Ministry of Education will take necessary action to popularize NIS initiatives among the students and teachers as extra-curricular activities.

   c) Proposed Rules for operationalizing the Whistle Blowers Protection Act will be finalized on an urgent bases in consultation with the stakeholders.

   d) NIS monitoring guidelines and monitoring framework will be disseminated as soon as possible.

7. The meeting concluded with vote of thanks to and from the Chair.

07/9/2015

(M. Musharraf Hossain Bhuiyan)
Cabinet Secretary
&
Chairperson, PSC
National Integrity Strategy Support Project

MINUTES OF
THE FIRST MEETING OF THE JOINT COORDINATING COMMITTEE
ON
THE NATIONAL INTEGIRTY STRATEGY SUPPORT PROJECT
IN PEOPLE'S REPUBLIC OF BANGLADESH

The First Joint Coordinating Committee Meeting of the National Integrity Strategy Support Project in People's Republic of Bangladesh (hereinafter referred to as "the Meeting") was held on August 26, 2015, under the chairmanship of M. Musharraf Hossain Bhuiyan, Cabinet Secretary. The Joint Coordinating Committee (hereinafter referred to as "JCC") members joined this meeting.

Both the Bangladeshi authorities concerned, the representatives of JICA Bangladesh Office, and the project team agreed to make this Minutes of Meetings regarding the project, in order to confirm the mutual understanding reached through the discussion as attached hereto.

Dhaka, August 26, 2015

Mr. Atsushi Tokura	Mr. Hiroyuki Tomita	Mr. Md. Mahiuddin Khan
Chief Advisor	Senior Representative	Project Director
National Integrity Support Project	Japan International Cooperation Agency Bangladesh Office	Additional Secretary Cabinet Division People's Republic of Bangladesh

ATTACHED DOCUMENT: Meeting Memo

The Chairperson opened the Meeting by welcoming the member of the JCC. The Secretary (Coordination and Reforms), Cabinet Division apprised the meeting of the overall picture of the project and mentioned that the project had made good progress so far. Then, the Project Director, Additional Secretary (Reforms), Cabinet Division made a presentation on the progress made by the project as well as planned activities from September 2015. In his presentation, some major achievements were highlighted such as developing standard operational procedures for Ethics Committee, formulating NIS work plan by most of ministries and divisions, developing NIS roadmap, drafting guideline for monitoring NIS, providing training opportunities for Integrity Focal Points, holding series of seminars for the stakeholders, drafting public relations strategy.

In the discussion, the following topics were discussed:
- Effective monitoring on the implementation of NIS work plans is needed;
- NIS roadmap needs to be finalized, although it is going to be modified periodically as a living document;
- Integrity initiatives are to be adapted as an extra-curricular activity in all education institutions. Then, integrity will be transmitted to the next generations in an effective manner;
- Process of making rules for Whistle Blowers Protection Act should be expedited;
- NIS actions needs to be implemented in a transparent manner. Transparency should be regarded as "opportunity to make people interest", not "risk to be criticized"; and
- As stipulated in the TPP, the Project Implementation Committee should be established to monitor the progress of the project.

After elaborating discussion, the following decisions were made:
- NIS monitoring guidelines and framework will be disseminated as soon as possible;
- Necessary steps will be taken for the approval of NIS roadmap and it will be disseminated among the stakeholders;
- The Ministry of Education will take necessary action to popularize NIS initiatives among students and teachers as an extra-curricular activity;
- Proposed rules for operationalizing Whistle Blower Protection Act will be finalized on a urgent base in consultation with the stakeholders; and
- The Project Implementation Committee meeting will be called every month to monitor the progress of the project.

The meeting concluded with vote of thanks to and from the Chair.

MINUTES OF
THE SECOND MEETING OF THE JOINT COORDINATING COMMITTEE
ON
THE NATIONAL INTEGIRTY STRATEGY SUPPORT PROJECT
IN PEOPLE'S REPUBLIC OF BANGLADESH
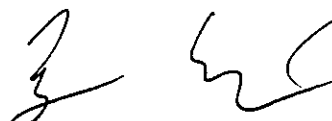
The Second Meeting of Joint Coordinating Committee of the National Integrity Strategy Support Project in People's Republic of Bangladesh (hereinafter referred to as "the Meeting") is held on June 21, 2016, with Mr. N M Zeaul Alam, Secretary (Coordination and Reforms), Cabinet Division, in the chair. The members of the Joint Coordinating Committee (hereinafter referred to as "JCC") attend the meeting.

Those, representing the authorities concerned, of the Government of the People's Re Bangladesh, the representatives of JICA Bangladesh Office, and the project team agreed to make this Minutes of Meetings regarding the project, in order to confirm the mutual understanding reached through the discussion as attached hereto.

Dhaka, June 21, 2016

Mr. Atsushi Tokura
Chief Advisor
National Integrity Support
Project

Mr. Hitoshi ARA,
Senior Representative
Japan International
Cooperation Agency
Bangladesh Office

Mr. Md. Mahiuddin Khan
Project Director
Additional Secretary
Cabinet Division
People's Republic of
Bangladesh

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ATTACHED DOCUMENT: Meeting Memo

On welcoming the Members of the JCC, the Chair sets the meeting on. The Project Director, Additional Secretary (Reforms), Cabinet Division, briefs on the current status and major achievements of the Project till date. To detail up the progress of the Project, the Chief Advisor of the Project makes a presentation.

The presentation, at its first go, focuses on the six key components of project interventions notably- (1) NIS Planning (2) NIS Monitoring (3) Promotion of NIS implementation (4) Corruption Prevention (5) Capacity Development and (6) Public Relations. The major activities carried out so far include NIS Work Plan and NIS Road Map, monitoring guideline, sensitization of stakeholders (seminars/workshops), defining roles of Ethics Committee and Integrity Focal Point (IFPs) towards corruption prevention, training in Bangladesh and Japan, dissemination of NIS (PR Strategy, good practice seminar/video, broadcasts through TV, Facebook, etc.), Survey /Research, positive achievements of Indicators, etc.

The presentation, at its next go, points to the proposed framework of the Second Phase of the NIS Support Project, as outlined below-

- Goal: Integrity of the public administration and associated institutions is improved
- Project Purpose: Transparency and accountability of the public administration and associated institutions is enhanced
- Major thrusts: (1) Strengthen NIS implementation system (2) Due process of public service is strengthened and enforced (3) Strengthen vertical accountability between the public administration and the citizens (4) Strengthen measures to increase ethics among government officers/ general public
- Target group: (1) Ministries, Divisions, associated Institutions (2) pilot districts and upazilas   (3) pilot local government institutions

In course of the discussion, the following issues and concerns are addressed:

- 14 outreach workshops on NIS are so far held at district levels- response is encouraging
- The impact of the NIS Workshop held on 6.4.'15 with public training institutions needs to be assessed by Cabinet Division to decide whether further interventions are required
- 7 Public Hearings so far organized by ACC on technical support by the Project- further 4 are set on schedule to be completed by the end line of the Project (September, 2016)
- Closely after return of the training team from Japan, a sharing Seminar with the Integrity Focal Points (IFP) needs to be organized by the Cabinet Division

2

- The Cabinet Division should strengthen its monitoring on institutional initiatives for Service Process Simplifications and application of accountability tools (RTI,GRS, Citizen Charter, etc.)- Annual Performance Agreement can leverage the process
- Each Ministry/Division/associated Institution concerned must prepare its next NIS Work Plan incorporating activities for relevant ones from the package of 115 Actions
- Reviewing the Monitoring frameworks of ongoing NIS Work Plans reveals structural discrepancies, wrong indicators, not-measurable targets and low quality of performance
- Monitoring should could be more intensive- Cabinet Division has capacity constraints
- Frequent transfers of IFP often disrupt the smooth process of NIS implementation
- The activities of NIS should be broadened and its outputs be made more visible
- In order to develop PR materials, the final selection of NIS Logo should be expedited
- The end-line survey and research on Good Practices will be conducted soon by Project
- The findings and recommendations of both the studies may provide useful inputs

After elaborate discussions, the following decisions are arrived at:
- The newly structured format of NIS Road Map will be sent to all NIS institutions and be finalized after securing their inputs and revised deadline for 115 actions
- Cabinet Division will finalize Monitoring Report of NIS Work Plan (Jan 2015- June 2016) and organize a Meeting of the Executive Committee at soonest convenience
- Cabinet Division will extend all necessary cooperation to make the end line survey and good practice research most effective and successful
- Cabinet Division will expedite finalization of the draft "Rules to Whistle Blower's (Protection) Act and final selection of NIS Logo.

The meeting ends with vote of thanks to and from the Chair.

Government of the People's Republic of Bangladesh
Cabinet Division
Integrity and Administrative Reforms Section
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Minutes of the 3rd meeting of the Project Steering Committee (PSC) of National Integrity Strategy Support Project

Chairperson	:	**Mohammad Shafiul Alam**
		Cabinet Secretary
Date &Time	:	17 January 2017, 11:00 A.M.
Place	:	Cabinet Room, Cabinet Division, Bangladesh Secretariat, Dhaka.
Attendance	:	**Annexure-A**

The Chairperson inaugurated the meeting by welcoming all the members of the Project Steering Committee (PSC). Before commencing the meeting, the chair handed over the prize to the winner of NIS logo competition Mr. Md. Mostasim Billah, Student of 1st year M Arch, Department of Architecture, Bangladesh University of Engineering and Technology (BUET). As per the public relation strategy of NIS Support Project, an advertisement of NIS logo design competition was published in the Daily Prothom Alo on 5 December 2015. In response to that advertisement, 13 participants submitted 35 designs of logos. A Logo selection committee was formed by the Cabinet Division including eminent artists of the country and the best logo designed by Mr. Billah was finally selected.

02.   Then the chair requested the Deputy Secretary (Administrative Reforms and Performance Management) and Deputy Project Director (DPD) of NIS support project to apprise the meeting as per agenda. The DPD briefly presented the agenda as follows:

Agenda 1: Status of the implementation of the decisions of 2nd meeting of PSC of NIS Support Project

Decision No	Decisions	Implementation Status
6(a)	NIS roadmap will be finalized by 31 May 2016.	The Team Leader of NIS support project submitted the modified roadmap on 24 May 2016 in English. The activities of the concerned ministries/divisions/selected organizations mentioned in the Integrity Strategy were then included in the roadmap. The draft roadmap was then translated into Bengali by the Cabinet Division officials. Cabinet Division requesting all concerned ministries/divisions/selected organizations to send the updates on implementation status of the activities mentioned in the strategy for NIS roadmap. In presence of all concerned, a meeting was conducted on 24 August 2016 in this regards. On 3 October 2016, a letter was sent to all concerned ministries/divisions/organizations requesting to send the updated information but Parliament Secretariat and Election Commission Secretariat failed to send it. On 5 December 2016, 2nd reminder letter was sent again. In addition,

Decision No	Decisions	Implementation Status
		telephonic communication is done but no feedback is found yet. The updated information NIS roadmap will be compiled by Cabinet Division.
6(b)	Opinions from the stakeholders will be collected by 15 May 2016 to finalize the drafted rules of Whistle Blowers (Protection) Act.	The opinions of all relevant stakeholders were collected and the draft of Whistle Blowers (Protection) Rules, 2016 was sent to Legislative and Parliament Affairs' Division for vetting. On 5 January 2017, the vetting of the draft rules was given. Now the summary is under preparation for Hon'ble Prime Minister for approval.
6(c)	All the Ministries/Divisions/ Organizations will formally be instructed to formulate NIS work plan (NWP) for the period of July 2016 - June 2017 by 15 July 2016.	All the Ministries/Divisions/Organizations had been instructed to formulate the NIS Work plan in time and they have already formulated the NIS work plan (NWP) for the period of July 2016 - June 2017 within the stipulated time.
6(d)	Cabinet Division will compile the NIS monitoring reports and will present a consolidated report to the executive committee	Cabinet Division has already compiled the NIS monitoring reports of 1st NIS work plan (Jan 2015 to June 2016) and shared with Ministries/ Divisions. The summary of them will be placed before the Executive Committee of NIAC.
6(e)	A sensitization seminar with the senior officers will be organized shortly	Instead of the seminar for senior officers, the secretaries were invited to 2nd good practice seminar on 6 November 2016
6(f)	Logo 17 is approved for presenting to the Executive Committee for final approval.	Selection of NIS Logo was a requirement of the NIS Support Project and the relevant expenditure will be borne by it. The time limitation for utilizing the funds of DPA is January 2017. Therefore, the single Logo selected by the PSC is approved by Cabinet Division and requested the project personnel to prepare the PR materials for wide circulation.
6(g)	Cabinet Division will request IMED to carry out a mid-term evaluation on NIS Support Project and to submit the report to the Cabinet Division	A letter is sent to IMED on 30 June 2016 to carry out a mid-term evaluation on NIS Support Project and to submit the report to the Cabinet Division. A reminder is also issued subsequently but the evaluation report is yet to send by IMED.

Discussion:

The Chairperson instructed to collect the progress reports from Election Commission and Legislative & Parliamentary Affairs Division and finalize the NIS roadmap shortly. He requested to take steps to send the summary of Whistle Blowers (Protection) Rules, 2016 to Hon'ble Prime Minister for her approval. He also instructed to arrange a meeting of the Executive committee of NIAC to appraise about the latest activities of NIS support project and other issues. Regarding the mid-term evaluation report on NIS Support Project, the chair requested the representative of IMED to send it by 2 February 2017.

Agenda 2: Progress monitoring of the implementation of NIS support project

The Deputy Project Director (DPD) of NIS support project made a brief presentation on the status of implementation of the project. He apprised the meeting that all the ministries/divisions/associated organizations have already developed NIS work-plan for the fiscal year of 2016-17. The feedback workshop of NIS focal points based on the 1st quarter monitoring report was organized. Instructions for NIS work-plan and monitoring framework of 2016-2017 has been issued from Cabinet Division for the Directorate/Organizations/field level offices (up to district level). He added that two seminars for the media personnel's, one workshop for the NGOs, one seminar for the private sector, one seminar for the educational institutions, one workshop for the government training institutions and 24 Division/district NIS seminars/workshops have already been organized.

DPD apprised that training sessions on corruption prevention were organized at BCS Administration Academy in 2015 and in 2016. A foreign training program comprising of Cabinet Division Officers, Integrity Focal Points (IFPs) of different Ministries/Divisions/Organizations and Anti-Corruption Commission (ACC) Officials were arranged in Japan in 2015 and 2016 for 10 days followed by a dissemination seminar for all the IFPs to share the experiences of Japan programme. Trainings for teachers were organized at National Academy for Education Management (NAEM) in April and December 2016. Around 140 teachers such as Principal, Vice-Principal of the colleges, Superintendent of Madrassas and Head Master of Schools were included in that training.

He informed that two Good Practice Researches have been conducted in 2015 and 2016 and two separate video documentaries were made based on them. BTV and other Private TV Channels have been telecasting these videos. In addition, a base-line Survey was conducted in 2014 and an end-line survey was conducted in 2016.

The DPD apprised the meeting that Integrity Award Policy, 2016 was approved by Cabinet Division for awarding the best performers of government offices on Integrity. In connection with the policy, a letter was sent to Finance Division for their consent on financial reward.

Discussion:

The Chair gave emphasis on the sensitization of field level officers for NIS implementation. He suggested organizing training program on formulation of NIS work-plan and monitoring framework while organizing awareness raising workshop in the districts. The Chair requested the representative of Finance Division to pursue the matter of Integrity Award policy, 2016 so that the policy could be publish shortly. The meeting gave emphasis on the contents of NIS module of public training institutions and requested to confirm the contents of NIS module in all training institutions of the country.

Agenda 3: Miscellaneous

With the permission of the Chair, the DPD presented the draft outline of the proposed 2nd phase of NIS Support Project. He described the goal of 2nd Phase as 'Integrity of the public administration and associated institutions is improved'. He also informed the project purpose

as 'transparency and accountability of the public administration and associated institutions is enhanced'. He added that ministries, divisions, associated institutions, districts, upazila's and pilot local government institutions would serve as target group of 2nd phase. He portrayed the major activities proposed as follows:

1) Strengthen NIS implementation system

   • Further improvement PDCA cycle of NIS implementation

   • Establish NIS implementation system at local levels

   • Promote the NIS implementation at non-state organizations

2) Strengthen and enforce due process of public service

   • Implementation of selected SPSs

   • Utilizing accountability tools, i.e., information disclosure, GRS, public hearing

3) Strengthen vertical accountability between the public administration and the citizens

   • Voluntary information disclosure, GRS at local levels, Public hearing, Internal audit

4) Strengthen measures to increase ethics among government officers/ general public

   • Enforcement of the Conduct Rules

   • PR of NIS among general public

   • Corruption Prevention

Discussion:

The chair suggested to expand the coverage and include all state and non-state organizations in the second phase. He also requested to start the second phase immediately after completion of the first phase. Senior Representative of JICA ensured the meeting that contents of activities for Second Phase, duration and other issued would be finalized through in-depth mutual consultations between JICA and the Cabinet Division.
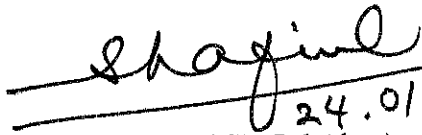
Decisions:

After the discussions the following decisions are taken in the meeting for actions:

1. Finalize the NIS roadmap shortly after collecting the progress reports from Election Commission and Legislative & Parliamentary Affairs Division;

2. Immediate steps to be taken to send the summary of Whistle Blowers (Protection) Rules, 2016 to Hon'ble Prime Minister for taking her approval;

3. A meeting of the Executive committee of NIAC to be arranged to appraise about the latest activities of NIS support project and other issues;

4. IMED will prepare the mid-term evaluation report of NIS Support Project by 2nd of February 2017 and send it to Cabinet Division in time;

5. Sensitization workshop on NIS implementation and training program on formulation of NIS work-plan and monitoring framework to be arranged for the district and field level officers;

6. Finance Division will provide their opinion on Integrity Award policy, 2016. Cabinet Division will published the policy immediately after getting consent of Finance Division;

7. All public training institutions will be requested to share their contents and duration of NIS training module with Cabinet Division;

8. A letter will be issued to the Heads of all public training institutions of the country to include NIS as a compulsory training module; and

9. The design, contents, activities and duration of the second phase of NIS Support Project to be finalized through in-depth mutual discussion between JICA representatives and the Cabinet Division officials.

In his concluding remarks, the chair was pleased to state that the project was in right track and hoped to complete the unfinished tasks in right time. He thanked the JICA-Bangladesh Chief Representative and his delegates for their cordial support on NIS Support Pproject and hoped to work closely in future. With these discussions and decisions, the Chairperson concluded the meeting by thanking all the members for their kind presence and valuable comments and contributions.

24.01.2017

(Mohammad Shafiul Alam)
Cabinet Secretary
&
Chairperson, PSC
National Integrity Strategy Support Project

MINUTES OF
THE THIRD MEETING OF THE JOINT COORDINATING COMMITTEE
ON
THE NATIONAL INTEGIRTY STRATEGY SUPPORT PROJECT
IN PEOPLE'S REPUBLIC OF BANGLADESH

The Third Meeting of Joint Coordinating Committee of the National Integrity Strategy Support Project in People's Republic of Bangladesh (hereinafter referred to as "the Meeting") is held on January 16, 2017, with Mr. N M Zeaul Alam, Secretary (Coordination and Reforms), Cabinet Division, in the chair. The members of the Joint Coordinating Committee (hereinafter referred to as "JCC") attend the meeting.

Those, representing the authorities concerned, of the Government of the People's Republic of Bangladesh, the representatives of JICA Bangladesh Office, and the project team agreed to make this Minutes of Meetings regarding the project, in order to confirm the mutual understanding reached through the discussion as attached hereto.

Dhaka, January 16, 2017

Mr. Atsushi Tokura	Mr. Hitoshi Ara,	Mr. Md. Sultan Ahmed
Chief Advisor	Senior Representative	Project Director
National Integrity Support	Japan International	Additional Secretary
Project	Cooperation Agency	Cabinet Division
	Bangladesh Office	People's Republic of
		Bangladesh

ATTACHED DOCUMENT: Meeting Memo

At the outset, the Members of the JCC are warmly greeted by the Chair. He explains the core purpose of the meeting pointing at review of the project progress and sharing the proposals drafted so far concerning the second phase of the project. On request from the Chair, the Chief Advisor of the Project makes a presentation.

Aligned with the six major operational areas, the presentation highlights the multiple programs and activities carried out during the project period till January 2016, as stated below-

(1) **NIS Planning:** Developing Standard Operational Procedures, formulation of NIS Work Plans, NIS Road Map etc.

(2) **NIS Monitoring:** Formulation of guideline, organizing workshops, quarterly monitoring of planned activities, etc

(3) **NIS implementation:** Seminars/workshops (media, NGOs, private sector, educational and public training institutions), sensitization of senior officers, district seminars, etc.

(4) **Corruption Prevention:** Training Sessions, Focal Point Workshops for corruption prevention, rules to Whistle Blowers (Protection) Act, organizing public hearings by ACC, etc.

(5) **Capacity Development:** NIS trainings in BCSAA, training by Japanese Professor, trainings in Japan and sharing seminars

(6) **Public Relations:** Broadcast on BTV, researches/videos/seminars on good practices, final selection of NIS logo, Facebook on NIS, baseline and end line surveys on NIS, etc.

The presentation touches also upon some draft outlines of frameworks for the Second Phase of NIS Support Project, as structured out below-

- **Concept:** Further strengthen the assets of the current phase and produce tangible results
- **Goal:** Integrity of the public administration and associated institutions is improved
- **Project Purpose:** Transparency and accountability of the public administration and associated institutions is enhanced
- **Target group:** 1) Ministries, Divisions, associated institutions (2) districts and upazilas (3) pilot local government institutions
- **Major activities:**
  - Strengthen NIS implementation system
  - Strengthen and enforce due process of public service
  - Strengthen vertical accountability between the public administration and the citizens
  - Strengthen measures to increase ethics among government officers/ general public

The following comments and issues come up in the open discussion:

2

- As for NIS Roadmap, all Ministries/Divisions/Organizations concerned have positively responded except Legislative and Parliamentary Affairs Division and Election Commission;
- The achievements (<50%) in respect to GRS and service portal need to be more improved;
- Most of the leading public training institutes have included NIS into their training modules;
- Only 140 teachers (Heads) of educational institutions could be trained on NIS under GOB component- larger number of such institutions can be involved into the Second Phase;
- Factors that seemed promoting and hindering the implementation process of NIS should also be addressed;
- Contents of activities for Second Phase should be finalized through in-depth mutual consultations between JICA and the Cabinet Division;
- Involvement of Senior officers with NIS should be enhanced to larger scale;
- Scope for developing online monitoring system may be provided into the Second Phase;
- 60-hour training as mandatorily required under APA includes 20-hour training on NIS also;
- Objectives and targets for Second Phase should be set realistically achievable;
- The NIS monitoring sheet should be adaptive and give in necessary changes;
- The Deputy Commissioners do also hold public hearings by themselves once in a week;
- The relevant essentials of APA and SDGs may be aligned with NIS in Second Phase; and
- The relevant articles of UNCAC may be incorporated into NIS training module

Elaborate discussions are held and the following decisions are adopted:
- Special efforts will be taken to obtain reports from Legislative and Parliamentary Affairs Division and Election Commission and the NIS Road Map will be finalized soon;
- Cabinet Division will take all preparatory actions and organize soon a Meeting of the Executive Committee to National Integrity Advisory Council;
- The NIS Support Project will take immediate measures to develop 2000 pin badges, 3000 folders and 5000 stickers embedded with NIS logo, and hand over to Cabinet Division; and
- Soon after obtaining concurrence of Finance Division, the Cabinet Division will finalize and disseminate the Integrity Award Policy to all Ministries/Divisions/Organizations.

The Chair concludes the meeting with thanks to all for their participation and valued inputs.

Completed Assignment of Japanese Expert

Name of the project: National Integrity Strategy Support Project in the People's Republic of Bangladesh

1. Assignment in Bangladesh

Name / Profession	Rank		No. of Trip	2014 (9–12) / 2015 / 2016 (timeline)	Days Total	MM Total
Atsushi TOKURA / Chief Advisor	2	Plan	9	10/11–21, 11/10–11/30, 1/13–13, 3/1–3/30, 5/18–6/12, 8/1–8/29, 10/2, 12/15, 1/3, 3/12, 5/17–6/30, 7/28, 9/22, 20	428	14.27
		Actual	9	10/11–21, 11/10–11/30, 1/13–13, 3/7–4/4, 5/16–5/31, 8/1–8/29, 10/2, 12/23, 1/4, 3/18, 5/14–6/28, 1/7–1/26	374	12.47
Mari ONO / Public Relations 1	3	Plan	2	1/7–2/5 (25,5), 9/1–9/30 (30)	60	2.00
		Actual	1	1/4–1/31 (28)	28	0.93
Yukitoshi MATSUMOTO (Replacement) / Public Relations 1	3	Plan	0		0	0.00
		Actual	1	9/12–10/13 (19,13)	32	1.07
Kei KIKUCHI / Training Planning / Public Relations2	5	Plan	6	10/11–12/10, 1/7–2/28, 3/27, 5/30–6/13, 11/14, 2/14, 5/21, 6/24, 9/22	522	17.40
		Actual	4	10/11–10/31, 12/10, 1/9, 3/1–3/27, 8/5–8/28, 10/6–10/13, 11/22	326	10.86
Akiko YAMASAKI(SUGIMOTO) (Replacement) / Training Planning / Public Relations2	5	Plan	0	10	10	0.33
		Actual	4	1/27–2/13, 3/7, 6/2–6/24, 7/5, 1/9–1/18	128	4.27
Total in Bangladesh		Plan			1020	34.00
		Actual			888	29.60

2. Assignment in

Name / Profession	Rank		No. of Trip	timeline	Days Total	MM Total
Atsushi TOKURA / Chief Advisor	2	Plan	4	9/29–9/30 (3), 6/19–6/30 (12), 3/20–3/31 (12), 9/26–9/30 (5)	32	1.60
		Actual	2	11/12–11/14 (3), 6/1–6/16 (うち12), 7/10–7/31 (22), 9/1–9/15 (15), 10/1–10/16 (16)	68	3.40
Mari ONO / Public Relations 1	3	Plan	0		0	0.00
		Actual	0		0	0.00
Yukitoshi MATSUMOTO (Replacement) / Public Relations 1	3	Plan	0		0	0.00
		Actual	0		0	0.00
Kei KIKUCHI / Training Planning / Public Relations2	3	Plan	3	9/29–9/30 (2), 12/19–12/24 (6), 9/29–9/30 (2)	10	0.50
		Actual	1	12/17–12/24 (8)	8	0.40
Akiko YAMASAKI(SUGIMOTO) (Replacement) / Training Planning / Public Relations2	3	Plan	0		0	0.00
		Actual	0	7/6–7/30 (25), 9/1–9/13 (13), 10/1–10/16 (16)	54	2.70
Total in Japan		Plan			42	2.10
		Actual			130	6.50
Total		Plan			36.10	
		Actual			36.10	

Legends: ▨ Plan as of the contract   ■ Actual

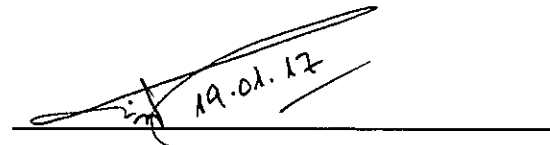| Reports | △ Project Plan | △ Work Plan | | | | | △ Interim Report | △ Work Plan | | | | | | | | | | △ Final Report |

CERTIFICATE OF HANDOVER

ATTENTION : Mr. Takatoshi Nishikata

                Chief Representative

                JICA Bangladesh Office

PROJECT TITLE : National Integrity Strategy Support Project

       This is to certify that the equipment in the attached list for Japanese expert Mr. Atsushi TOKURA has been handed over properly as of 16 January 2017 to Cabinet Division, Government of the People's Republic of Bangladesh.

16 January 2017

Mr. Sultan Ahmed

Project Director

Additional Secretary

Cabinet Division

Government of the People's Republic

of Bangladesh.

List of Equipment

No.	Name of Item	Description.	Quantity
1	DIGITAL MULTIFUNCTION PHOTO COPIER (COLOR)	SHARP MX-1810U	1
2	Multimedia Projector	Hitachi CP-EX250	1
3	Laptop Computer	DELL INSPIRON 3442 PDC 3558	1
4	Video Camera	Sony Handy Camera 240E S/N0624	1