

**Bangladesh  
Cabinet Division**

**Bangladesh**

**Final Report on  
National Integrity Strategy Support Project  
in People's Republic of Bangladesh**

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**Japan International Cooperation Agency  
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## **List of Acronyms**

ADB	Asian Development Bank
ACC	Anti-Corruption Commission
APA	Annual Performance Agreement
BCSAA	Bangladesh Civil Service Administration Academy
BPR	Business Process Re-engineering
DESC	District E-Service Centres
FPWS	Focal Point Workshop
GRIPS	National Graduate Institute for Policy Studies
GRS	Grievance Redress System
IFP	Integrity Focal Point
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
MIC	Ministry of Internal Affairs and Communications, Japan
MoC	Ministry of Commerce
MoI	Ministry of Information
MOPA	Ministry of Public Administration
NBR	National Bureau of Revenue
NGO	Non-Governmental Organisation
NIAC	National Integrity Advisory Council
NIIU	National Integrity Implementation Unit
NILG	National Institute of Local Government
NIS	National Integrity Strategy
NPA	National Personnel Authority, Japan

PDCA	Plan-Do-Check-Action
PDM	Project Design Matrix
PR	Public Relations
PSC	Project Steering Committee
RTI	Right to Information
SOPs	Standard Operational Procedures
TI	Transparency International
TOR	Terms of Reference
TQM	Total Quality Management
UNO	Upazila Nirbahi Officers

# 1. Overview of NIS

## 1.1. Background on NIS formulation

To achieve its long-term development plan “Vision 2021” and its medium-term development plan “Sixth Five-Year Plan” (2011–2015), the Government of Bangladesh considered it essential to improve governance, and particularly eradicate corruption. It has taken steps towards the eradication of corruption including becoming a signatory nation to the United Nations Convention against Corruption in 2007 and establishing an Anti-Corruption Commission. Using its accession to the United Nations Convention against Corruption as an impetus, the Government of Bangladesh formulated its National Integrity Strategy (NIS).

The drafting of the NIS was contracted out to the Governance Research Institute at BRAC University with the assistance from the Asian Development Bank (ADB). The government held 61 consultation sessions both in and outside Dhaka before completing the first draft in 2009. The Cabinet Division published the draft on its website and gathered comments from stakeholders. Based on these comments, the draft was revised and submitted to the Cabinet in June 2011. The Cabinet Division hosted another consultation meeting with the participation of various institutions and updated the draft after the Cabinet instruction to conduct further consultation with these institutions. The revised draft was again uploaded on the website for public comments. In May 2012, the Cabinet established an Executive Committee chaired by the Finance Minister. Based on discussions in the Committee, the Cabinet Division made an additional revision to the document. The Cabinet finally approved the NIS document on 18 October 2012.

## 1.2. Contents of NIS

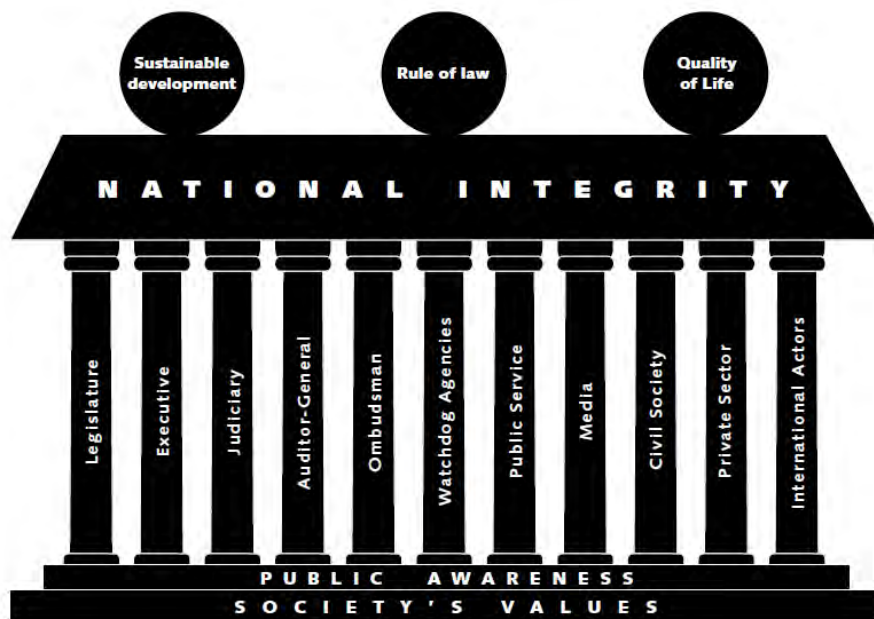
### (1) Objective of NIS

The NIS aims to unite Bangladeshi society to achieve the integrity of the nation by enhancing awareness of government institutions as well as of the entire nation. Bangladesh is known for unequal power balance among the legislature, the judiciary, and the public administration; politicization of the judiciary and the public administration has been damaging the national integrity of the country.

It has been assumed that attempting to increase political integrity in Bangladesh is difficult for the public administration, as this is against the principle of separation of powers. However, political integrity could be improved if the NIS sensitizes citizens; they could in turn raise their voices against excessive politicization through political activities such as elections, and by applying pressure on politicians. The project considers the NIS as not only a cluster of policies but also a de facto social movement, with the slogan of ‘Integrity for all, by all’.

(2) Concept of NIS

The concept is similar to that of the ‘National Integrity System Temple’ developed by Transparency International (TI) (Figure 1-1). To realize sustainable development, rule of law, and quality of life, all stakeholders—not only the legislature, the judiciary, the public administration but also civil society, the media, the private sector, and others—need to increase their integrity. If one of them failed to maintain its integrity, the temple would lose its balance and those three goals would not be realized.



Source: Pope (2000)

Figure 1-1 Image of ‘National Integrity System Temple’

The NIS is introduced not only in developing countries but also in developed countries such as the Netherlands and New Zealand. The NIS in other countries is different from the concept of the NIS in Bangladesh. The National Integrity ‘System’ in other countries aims to assess the level of national integrity by checking the level of integrity of all pillars, while the National Integrity ‘Strategy’ in Bangladesh is a strategy to be implemented to realize national integrity. In the Netherlands and New Zealand, the local branches of TI conducted research to measure the level of integrity.

The NIS in Bangladesh targets various stakeholders, but the public administration has a leading role in NIS implementation. The former Cabinet Secretary stated in workshops and on other occasions that it is important for the public administration to create an enabling environment for non-state stakeholders by taking the initiative.

### (3) Composition of the NIS

The NIS consists of four chapters. Its Chapters 2 and 3 encompass the core contents of the document. Chapters 2 and 3 show goals of 10 state institutions and six non-state institutions for improving governance, short-term and medium to long-term actions for achieving these goals, indicators to measure performance, duration, responsible agencies of state institutions and non-state institutions. Chapter 1 is the preface that describes the background of NIS formulation, relevant laws, the NIS's vision and mission. Chapter 4 describes the implementation mechanism of the NIS. Table 1-1 shows the structure of NIS activities by organization.

Table 1-1 Structure of NIS Actions by Organization

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

### 1.3. NIS Implementation Structure

The implementers of the NIS are 10 state institutions and six non-state institutions: the former consists of the public administration, local governments, the judiciary, and others, and the latter consists of political parties, the private sector, education institutions, NGOs, the media, and families. The government created the National Integrity Advisory Council (NIAC) chaired by the Prime Minister and the Executive Committee, its subsidiary agency, to preside over these institutions. The Finance Minister chairs the Executive Committee (Figure 1-2).



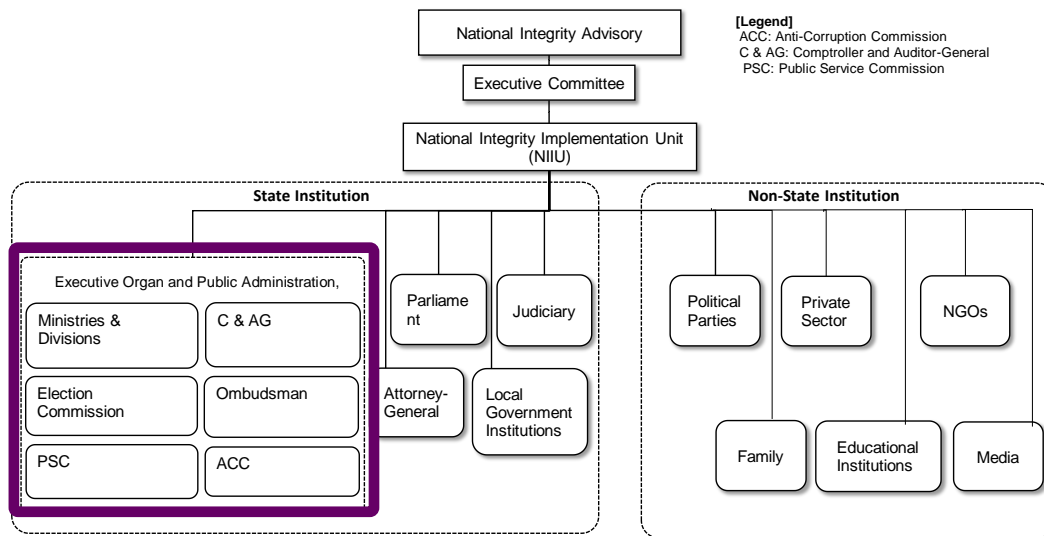


Figure 1-2 Institutions related to NIS

(1) National Integrity Advisory Council

The National Integrity Advisory Council (NIAC) is the supreme body for the implementation of the NIS and consists of the prime minister, cabinet members, parliament members, representatives of constitutional and statutory bodies, senior government officials, and representatives of NGOs, the media, and the private sector (See Appendix 1). The constitutions of the NIAC were gazetted on 5 December 2012, and its first meeting was held on 28 March 2013.

According to the gazette of 5 December 2012, the scope of work of the NIAC is stipulated as follows:

- Implement, coordinate and supervise the implementation of the NIS;
- Review the practices of the NIS throughout society, and provide necessary guidance accordingly;
- Approve the work plan for the implementation of the NIS at the national level;
- Recommend revisions to the NIS if necessary;
- Perform the responsibility entrusted by the government; and
- Hold at least two meetings a year.

Decisions of the first NIAC meeting were as follows:

- Each ministry and division shall form the Ethics Committee, and determine its terms of reference (TOR). The committee shall be headed by the head or second highest official of each institution;
- It is necessary to review and monitor the activities by NGOs and the industrial and commercial private sector. The NGO Affairs Bureau and concerned ministries will prepare

guidelines for integrity-related activities conducted by the civil society and NGOs. The Ministry of Commerce will prepare guidelines for the industrial and commercial private sector;

- The Attorney Services Act will be introduced based on the review of the current Bangladesh Law Officers Order 1972. The Ombudsman Act 1980 will also be reviewed and amended where necessary to appoint the Ombudsman. Laws, rules, or policy for the appointment of judges of the Supreme Court shall be also established. The Legislative and Parliamentary Affairs Division and the Law and Justice Division shall take necessary actions on these matters;
- The NIS shall be widely publicised by holding stakeholder meetings at the central, District, and Upazila levels. Discussion meetings on integrity shall be organised in educational institutions, and the Ministry of Education will issue a necessary guidance. The Ministry of Information will request the media to promote the NIS; and
- The Executive Committee of the NIAC will be established and coordinate the implementation of the above decisions.

The NIAC meeting is supposed to be held twice a year; however, the second meeting has not been organized to date.

## (2) The Executive Committee

The formation of the committee was gazetted on 5 December 2012, and its first meeting was held on 3 September 2013. The Executive Committee assists the NIAC in performing its duties. The Executive Committee is headed by the Minister of Finance. The other members of the Executive Committee include the Minister of Law and Justice, and senior officials from relevant ministries and constitutional and statutory bodies. The list of the members is attached as Appendix 2.

The scope of work of the committee is stipulated in the gazette of 5 December 2012, as follows:

- 1) Implement, coordinate and supervise the implementation of the NIS;
- 2) Review the practices of the NIS throughout society, and provide necessary guidance accordingly;
- 3) Approve the work plan for the implementation of the NIS at the national level;
- 4) Recommend revisions to the NIS if necessary; and
- 5) Perform the responsibility entrusted by the government.

The first Executive Committee meeting was held on 3 September 2013. The following issues were decided or confirmed.

- Constitution of the Ethics Committee and the definition of the TOR were completed.
- The Legislative and Parliamentary Affairs Division and the Law and Justice Division will take necessary actions for the preparation or proposal regarding the introduction of the Attorney Service, the examination of the Ombudsman Act 1980, and preparation of laws, rules or policy for the appointment of judges of the Supreme Court.
- The NIIU will be established in the Coordination and Reforms Wing of the Cabinet Division. A post of Joint Secretary and other necessary posts will be created in the Wing for the implementation of the NIS and Grievance Redress System (GRS).
- TOR of the Unit was approved.
- The Ministry of Public Administration will take necessary actions for formulating the Civil Service Act and the career development plan, and updating the Government Servants (Conduct) Rules 1979 and the Discipline and Appeal Rules 1985.
- The necessary budget for the implementation of the NIS will be allocated to ministries and divisions.
- Financial and technical assistance from development partners for the NIS implementation will be accepted, and the Cabinet Division will identify the assistance areas, and take necessary actions.
- Sub-committees which handle the issues of land management, the Right to Information Act and information disclosure, and food adulteration prevention will be constituted. The Cabinet Division will issue an order for forming these sub-committees.
- The Secretary of the Ministry of Commerce and the Director General of the NGO Affairs Bureau will be co-opted in the Executive Committee.

### (3) National Integrity Implementation Unit, Cabinet Division

National Integrity Implementation Unit (NIIU) was established under the Coordination and Reforms Wing of the Cabinet Division. Its TOR was approved by the Executive Committee on 3 September 2013.

- Inter-Ministerial coordination and monitoring regarding the implementation of the NIS
- Capacity development activities for the implementation of the NIS
- Implementation of the Grievance Redress System, and monitoring of the public service delivery
- Research on the NIS implementation at different ministries and divisions, quality of public service delivery and administrative reforms, and assistance to researchers in these areas
- Presentation of proposals, recommendations and advice on the NIS at the meetings of the NIAC and the Executive Committee

- Performing the responsibilities given by the NIAC and the Executive Committee

The NIIU consists of one Additional Secretary, one Deputy Secretary, and one Senior Assistant Secretary of the Coordination and Reforms Wing. They have other tasks in addition to the NIS-related responsibilities. Other officers of the Wing are also expected to join in the NIS-related activities.

**<Reference: Overview of the Cabinet Division>**

The Cabinet Division performs a wide and comprehensive range of tasks in the public administration of Bangladesh. It functions as the secretariat of the Cabinet, and is also in charge of the field administration at the levels of Divisions, Districts, and Upazilas. The major functions of the Cabinet Division, assigned to the division by the Rule of Business 1996, in particular those related to the NIS, are summarised below:

- Secretarial work for the Cabinet and its Committees;
- Review of the implementation status of the decisions of the Cabinet and Committees;
- Rules and allocation of businesses among ministries and/or divisions;
- Matters relating to the Anti-Corruption Commission;
- General administration of Divisions, Districts and Upazilas;
- Monitoring of criminal justice;
- Nominations for international and national awards;
- National Implementation Committee for Administrative Reforms/ Reorganisation;
- Liaison with international organisations and matters relating to treaties and agreements with other countries and world bodies relating to subjects allotted to this division; and
- Inter-Ministerial coordination.

**(4) Ethics Committee, Integrity Focal Point**

Each ministry, division, and the selected organizations formed the Ethics Committee to promote the NIS implementation. The committee is to be headed by the head or second highest official of each institution. One of the members of the Ethics Committee is appointed as the Integrity Focal Point (IFP) of the institution. The IFP is expected to coordinate intra-organizational activities and cooperate with the Cabinet Division.

The Terms of Reference of the Ethics Committee are as follows:

- To identify the successes achieved and the impediments faced in the way of establishing integrity in the concerned sector;
- To formulate time- bound action plans to remove the identified impediments;
- To designate persons to be responsible for implementation of the action plans;

- To implement and monitor the action plans designed to establish integrity; and
- To send reports on the status of implementation of integrity in the concerned Ministry/ Division/ Organization to the National Integrity Implementation Unit in the Cabinet Division.

## 2. Overview of NIS Support Project

### 2.1. Background

JICA supports the improvement of the administrative functions of the Government of Bangladesh. Recognizing the NIS as an important strategy in improving governance, JICA conducted the Mission on Good Governance Strategy between May and December 2013, with the goals of collecting basic information and supporting implementation of the NIS. Based on the results of this mission, it was decided that a technical cooperation project would be conducted from October 2014 to promote the implementation of the NIS.

### 2.2. Goal of the project

The Overall Goal of the technical cooperation project is to increase the accountability of administrative institutions. Accountability for government agencies means disclosing all decisions and how they were determined, as well as taking public responsibility for those decisions. Government agencies shall enhance their internal check functions through policy evaluation and accounting audits, as well as explain their decisions to the Parliament and receive confirmation from the judiciary that no laws are being broken. In parallel with this horizontal accountability, there is vertical accountability, which occurs between government agencies and citizens. Citizens can evaluate the policies of the ruling party and administration (government agencies) through elections, and can perform regular checks of government agencies by using the Grievance Redress System (GRS).

To achieve the abovementioned goal, the project aims to establish a Plan-Do-Check-Action (PDCA) cycle of NIS implementation within the project period. If government agencies are unable to implement activities according to their plan, or if results are not manifested, it is necessary to analyse the cause and reconsider the plan. The course of activities must then be corrected based on a revised plan. Establishing a PDCA cycle in this manner will contribute to improving accountability. Regarding the NIS, actions need to be taken if the monitoring result shows the delay of NIS implementation. The project aims to establish the PDCA cycle as shown in Table 2-1.

Table 2-1 PDCA Cycle of NIS Implementation

<b>1. Plan</b>	<ul style="list-style-type: none"> <li>➤ An NIS work plan is formulated at each agency with the Focal Points taking the lead.</li> <li>➤ After being approved by the Ethics Committees, the work plans are distributed to departments under the ministries.</li> <li>➤ NIS work plan is submitted to NIIU, and NIIU assesses the plans submitted.</li> </ul>
<b>2. Do</b>	<ul style="list-style-type: none"> <li>➤ Based on the work plan, activities are implemented at ministries/ divisions/ the selected organizations.</li> </ul>
<b>3. Check</b>	<ul style="list-style-type: none"> <li>➤ The IFPs monitor the implementation status of the various activities. If the implementation of any activities is delayed, the reason for this will be analysed.</li> <li>➤ Monitoring results are reported to the Ethics Committees.</li> <li>➤ In addition to submitting monitoring sheets to the NIIU every quarter, the IFPs participate in workshops to share progress with other participants and discuss common issues.</li> </ul>
<b>4. Action</b>	<ul style="list-style-type: none"> <li>➤ The IFPs revise the work plans as necessary.</li> <li>➤ The revised work plans are to be approved by the Ethics Committees.</li> <li>➤ The revised work plans are submitted to the NIIU.</li> </ul>

The project has been working with the Anti-Corruption Commission (ACC) to promote the prevention of corruption within the NIS framework. Collaborative actions between the Cabinet Division and the ACC are expected to create positive impacts in a more effective manner. For example, the GRS, which is one of the NIS actions, enables citizens to send a complaint against administrative institutions. Using the GRS, grievances brought to each organization that may be related to corruption will be relayed to the ACC for early detection of corruption. A functioning GRS is likely to discourage civil servants from being involved in corruption. The cooperation among the ACC, the Cabinet Division and the Ethics Committees of ministries and divisions would enable more effective measures for corruption prevention and good governance than the ACC trying on its own.

### 2.3. Significance of supporting NIS

The goal of the NIS matches one of the approaches in JICA's governance support 'To eliminate informal political interference to public administration, and contribute to the enhancement of accountability of the government through supporting improvement in the overall system, capacity development of institutions and civil servants and improvement in the public service system'. Assisting the NIS is an effective approach for achieving JICA's strategy in supporting the governance sector, as one of the goals of the NIS is to increase accountability of public administration.

The beneficiaries of the project are the officials of the NIIU, the Cabinet Division, and IFPs who are civil servants belonging to the Bangladesh Civil Service Administration. Those of the Bangladesh Civil Service Administration are the executive officials among public servants who play a central role in managing public institutions. Supporting these executive officials is beneficial in realizing sound governance and efficient and effective administrative service in Bangladesh.

## 2.4. Project implementation framework

The target institutions of the project include those described under State Institutions in the NIS, such as ministries and divisions—including the Cabinet Division and some of the constitutional and statutory bodies—namely the ACC, the Public Service Commission, the Auditor General, and the Election Commission. The project aims at establishing the NIS implementation framework as well as increasing the management capacity of administrative officers to promote the implementation of NIS actions. The project shall effectively increase the corruption prevention functions under the NIS framework. The table below shows the project implementation framework. The Project Design Matrix (PDM) and the initial work flow of the project are found in Appendix 3 and 4.

Table 2-2 Project Implementation Framework

Overall Goal	Accountability among state-institutions is increased.
Project Purpose	An effective NIS implementation framework among ministries/divisions is established.
Output	<ol style="list-style-type: none"> <li>1. Effective NIS work plans among state-institutions are developed and periodically reviewed.</li> <li>2. NIS implementation among state-institutions is promoted and public acknowledgement of NIS among the staff members of state-institutions is increased.</li> <li>3. The preventive capacity of Anti-Corruption Commission (ACC) as mentioned in NIS and stipulated in ACC Act is strengthened.</li> </ol>
Activity	<ol style="list-style-type: none"> <li>1-1. The Cabinet Division instructs and monitors ministries, divisions, and other related state-institutions to hold the ethics committee meetings periodically.</li> <li>1-2. Progress of NIS work plans of ministries/divisions/others are discussed in the Focal Points Meeting, and common features of the ethics committees are identified.</li> <li>1-3. The Cabinet Division sets guidance to NIS work plans for ministries/divisions/others through the discussions in the Focal Points Meetings.</li> <li>1-4. The Cabinet Division strengthens the NIS implementation framework for ministries/divisions, and develops a roadmap towards the NIS implementation.</li> </ol> <hr/> <ol style="list-style-type: none"> <li>1-1. State-institutions implement their NIS work plan respectively.</li> <li>1-2. The Cabinet Division monitors the progress of NIS work plan by each ministry/division/others.</li> <li>1-3. The Cabinet Division periodically holds necessary workshops/seminars for dissemination of the progress of NIS implementation framework and NIS work plans to raise awareness of NIS among staff members of state-institutions, including division and district level officers.</li> <li>1-4. The Cabinet Division organizes necessary training programs on NIS implementation and good governance for ministries/divisions, including the Anti-Corruption Commission, division offices, districts offices, and other organizations.</li> <li>1-5. The Cabinet Division collects good practices of NIS work plans, and periodically publishes the NIS implementation reports with these good practices and progress of the work plans to raise awareness of NIS in the country.</li> <li>1-6. The Cabinet Division (i) enhances dialogues with the public, national and international academia, and donor agencies, (ii) collects research outputs on national integrity issues for the further promotion of NIS among state- and non-state-institutions, and (iii) conducts research on governance.</li> </ol> <hr/> <ol style="list-style-type: none"> <li>3.1. ACC develops measures for prevention of anti-corruption and malpractice in close collaboration with the Cabinet Division.</li> <li>3.2. ACC organizes necessary training programs to promote anti-corruption and malpractice measures for the Focal Points of ministries/divisions and other organisations.</li> <li>3.3. ACC helps the Cabinet Division develop guidelines of the grievance system, and the roles of Ethics Committee for the prevention measures of corruption.</li> </ol>



The counterpart of the project is officials of the NIU. The direct beneficiaries of the project are the Cabinet Division including the NIU, ACC officials involved in the NIS, and IFPs of stakeholder state institutions (Figure 2-1, please note that the Ombudsman is not established yet.).

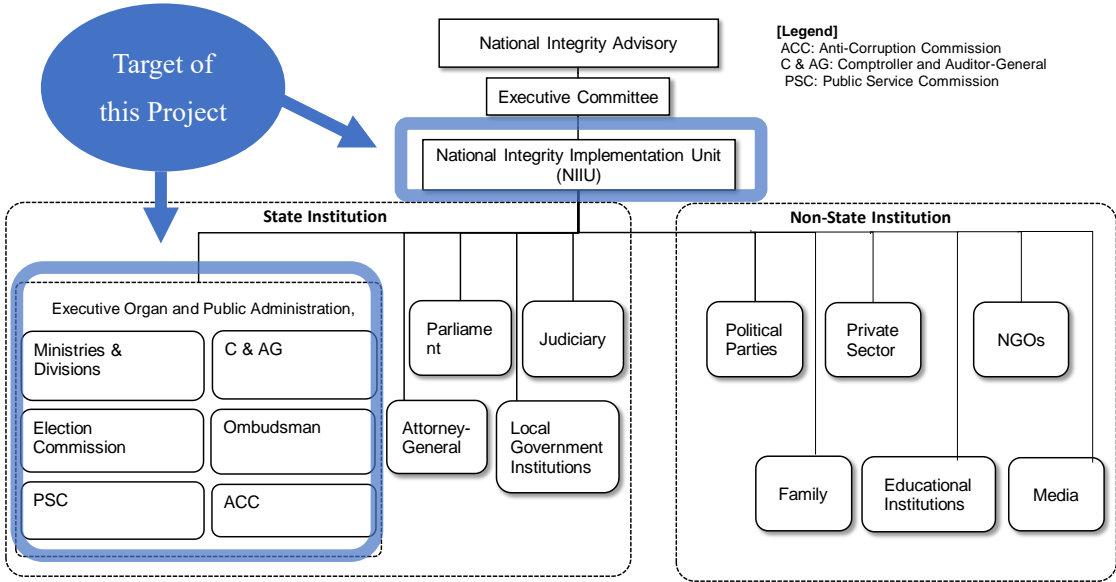


Figure 2-1 Target institutions of the project

### 3. Past Activities of the Project

This chapter shows activities implemented by the project, by following categories: Activities related to the start-up of the project, Activities related to Output 1, Activities related to Output 2, and Activities related to Output 3.

#### 3.1. Activities related to the start-up of the project

During the first three months, the project team spent much time in discussions with stakeholders about the start-up of the project.

##### (1) Formulation of Project Work Plan

The Project Work Plan in Japanese was produced for JICA and submitted to the JICA Bangladesh Office on 20 October 2014. The main contents of the plan are as follows:

- Project framework;
- Current challenges of the NIS;
- Basic policy of project implementation;
- Contents of project activities;
- Project schedule; and
- Implementation structure of the project.

##### (2) Detailed activity planning, formulation of work plan in English

In October 2014, the project formulated a detailed activity plan in consultation with the Cabinet Division and other stakeholders. The plan shows detailed activities and schedule of five categories of activities, i.e., 1) NIS Planning, 2) NIS Monitoring, 3) Corruption Prevention, 4) Capacity Development, and 5) Public Relations (Appendix 5).

In the initial stage of the project, the project concentrated on activities on planning. Specifically, it was planned that respective institutions create NIS Work Plans by April 2015 and start monitoring from June 2015. Initially, there was no specific plan on activities related to corruption prevention. Among the ACC's functions such as corruption prevention, investigation and prosecution, and the focus was to be on corruption prevention that was related to the project goal of promoting the NIS within government agencies. The project thought trust building is needed first between the Cabinet Division and the ACC and decided to facilitate a dialogue between them to determine specific activities. Government institutions and the ACC may sometimes have competing interests. For example, the ACC investigates government institutions if there is a corruption by a civil servant. The project facilitated the dialogue very carefully taking this complex relationship into consideration.

Concerning the capacity development, the project planned to hold the first training in January 2015 to strengthen civil servants' capacity in formulating the NIS plans. It was also decided to organize a training course in Japan in June 2015. The plan for public relations was to formulate a PR strategy that includes objective, targets, specific PR activities and types of media by January 2015.

The contents described above were incorporated into the Work Plan in English, which was submitted to the JICA Bangladesh Office and the Cabinet Division in January 2015.

### (3) Discussion with stakeholders

The project had a series of discussions with stakeholders on the project framework and a detailed activity plan. In addition to meeting with the Cabinet Division and the JICA Bangladesh Office, the project met other stakeholders including officials of the Japanese Embassy in Bangladesh, ACC, and Transparency International Bangladesh to brief them on the project and exchange opinions.

### (4) 1<sup>st</sup> Focal Point Workshop

In 2013, a Focal Point Workshop (FPWS) was held every three months to increase the IFPs' knowledge on and motivation toward the NIS. However, no FPWS was held after December 2013. Cabinet Division and the project decided to hold one FPWS in October 2014 to inform the IFPs of the content of the project, review the progress of NIS implementation, and boost their morale.<sup>1</sup>

The participants included relevant officials of the Cabinet Division and IFPs from 59 institutions. The workshop consisted of a presentation by the Cabinet Division on the progress and challenges of the NIS and another by the project team on the project framework. The presentations were followed by a discussion on the role of the Ethics Committee and IFPs for realizing the NIS (Refer to Appendix 6 for details).

## 3.2. Activities related to Output 1: Effective NIS work plans among state-institutions are developed and periodically reviewed

The activities related to NIS planning including revision of plans, which are the first step and the last step of the PDCA cycle, have been implemented as follows.

### 3.2.1. Implemented activities

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<sup>1</sup> Eighty participants were divided into three groups, and each group attended one of the three workshops on 23, 27 and 30 October 2014.

## (1) Formulation of Standard Operational Procedures (SOPs)

An April 2013 letter on the establishment of the Ethics Committee from the Cabinet Division defines the TOR as follows. Based on this TOR, respective institutions were requested to produce the TOR of each ethics committee that suits their environment.

- Identify challenges faced in the process of achieving integrity along with good practices
- Formulate an Action Plan to solve these challenges
- Assign an officer in charge of implementing the Action Plan
- Implement the Action Plan and monitor the progress
- Produce a progress report and submit it to the NIIU

Based on a hypothesis that the implementation of the NIS does not go smooth as expected because the TOR for the Ethics Committees and IFPs is unclear and the IFPs does not have a clear idea what to do to promote the NIS at his/her institution, the project sought to formulate Standard Operational Procedures (SOPs) that list required actions by the Ethics Committees and IFPs. As an initial step, an NIIU meeting was held, and the Secretary in charge (Coordination and Reforms) and officials of the Cabinet Division listed all the actions that should be taken by the Ethics Committees and IFPs. Then the project team prepared a work flow based on the discussion in the meeting, and it was reviewed in the next NIIU meeting. The project formulated the SOPs by referring to the work flow that was confirmed in the NIIU meeting. SOPs were distributed to IFPs and other stakeholders in the NIS Training held in January/ February 2015 and again in the FPWS in March and the Cabinet Division has instructed the Ethics Committees to refer to SOPs in conducting NIS activities.

SOPs describe step-by-step activities that should be taken by the Ethics Committees and the role of IFPs in these activities based on the PDCA cycle (Appendix 7). In addition, they list required actions for the Ethics Committees with regard to important policies such as the Grievance Redress System (GRS), Right to Information Act, and E-governance.

## (2) Formulation of NIS Work Plan

It was decided that ministries, divisions, and the selected organizations would formulate respective NIS Work Plans based on SOPs. Although these institutions have formulated their Work Plans in 2013, their quality was low; for example, some ministries just copied a sample Work Plan suggested by the Cabinet Division. The NIS Work Plan is an annual plan that should be revised every year.

### 1) NIS Work Plan for FY 2015/16

The duration of the Work Plan 2015/16 was from January 2015 to June 2016. Ideally, it should correspond to the fiscal year from July 2015 to June 2016. However, as NIS activities already started

before June 2015, the plans from January 2015 were formulated by the target institutions.

The NIS Work Plan consists of common activities among institutions and organization-specific actions. The common activities involve those related to the following: establishment of the NIS implementation system such as holding the Ethics Committee and appointing a IFP; awareness raising and capacity development; enhancement of accountability through the GRS, the Right to Information Act and other tools; and operational improvement through e-governance. For each activity, an institution shall specify implementation period, indicator to evaluate the progress and responsible department and officer (See Appendix 8-1).

In the NIS Training in January/February 2015, the NIIU presented the format of the NIS Work Plan and facilitated workshops for formulating the plan. The FPWS in March 2015 also repeated the explanation on the plan and requested the target institutions for prompt actions. The project examined the submitted NIS Work Plans and requested the institutions whose plans were insufficient to revise them.

## 2) NIS Work Plan for FY 2016/17

Firstly, the NIIU and the project reviewed the relevance of the NIS Work Plan format. While conducting the quarterly monitoring on the implementation of the NIS Work Plan, both the NIIU and the project realized that the poor quality of the NIS Work Plans had led to the poor quality of monitoring. The format of the NIS Work Plan 2016/17 was predominantly revised as follows:

- The Work Plan and the monitoring sheet were combined, although they were separately made and filled out in 2015/16. The reason for this revision was that some institutions formulated their monitoring sheets by ignoring the contents of their NIS Work Plans, leading to contradiction between the Work Plans and the monitoring sheets. For instance, some institutions set unreasonable indicators in their monitoring sheets against their plans;
- The NIS actions listed in the NIS document were to be covered by the NIS Work Plans of the responsible institutions. In 2015/16, many NIS actions were omitted from NIS Work Plans; it is assumed that some IFPs drafted NIS Work Plans without looking at the NIS document; and
- Duplication between the NIS Work Plan and the Annual Performance Agreement (APA) was avoided. In 2015/16, some governance-related activities were listed in both the NIS Work Plan and the APA. To avoid duplication of efforts of institutions, the NIIU and the project excluded activities from the NIS Work Plan format that were listed in the APA.

### <Reference: Annual Performance Agreement>

The Government of Bangladesh has introduced Annual Performance Agreement (APA) as one of the

initiatives to introduce the performance management system in the public sector organizations. The objective of APA is to ensure ministries and divisions implement promised activities to realize good governance and better public services. Both the Cabinet Division and each ministry/ division agree the annual target to be achieved within fiscal year and the Cabinet Secretary and the head of each institution sign on the APA in front of the Prime Minister. Such arrangement encourages the head of the institutions to do his/her best to achieve the annual target.

The updated format (See Appendix 8-2) was sent by the Cabinet Division to the concerned institutions in June 2016, and all concerned institutions submitted their NIS Work Plans. The NIIU and the project assessed the submitted work plans and found that the quality of the 2016/17 work plan was improved with regard to compliance to the format and the rationale of setting targets compared to the previous work plan. However, there was some room to improve the quality. Some ministries did not include the NIS actions that they are in charge in their NIS work plans. Some work plans submitted were not signed by the head of Ethics Committees. Thus, the NIIU and the project decided to hold a FPWS in September, to provide advice to the concerned institutions. In the FPWS, the NIIU presented results of its assessment and provided IFPs advices how to improve the quality of their work plans. The participants also discussed about issues facing during the implementation of NIS Work Plans 2015/16 and their countermeasures. The details of the FPWS are shown in Appendix 9.

### (3) NIS Roadmap

The NIS document lists a total of 115 actions, which are categorized into short-term, mid-term and long-term ones. However, it does not show the sequence of these actions. Implementing all the 115 actions simultaneously is impossible. Therefore, it seems feasible to define priority actions and focus on these priorities at the initial stage. Some development partners commented that it is difficult to grasp what the NIS is trying to achieve and how integrity can be achieved under the current NIS framework; they would like to see a firm plan before considering their support for the NIS.

Against this background, the project supported the formulation of the NIS Roadmap to clarify the course of action to be shared among stakeholders. The project drafted the Roadmap in 2015, showing what actions are to be conducted by whom and when in the areas of transparency, accountability, anti-corruption, codes of ethics, and incentives for public servants. In addition, it explains the index by which to measure the progress of each action. Later, the NIIU requested the project to formulate another version of the NIS Roadmap, which could be used for monitoring of the entire NIS. After a series of discussions, the project developed the second draft of the NIS Roadmap in 2016. The second draft shows the implementation schedule for the 115 NIS actions and has a column to fill out the actual implementation; the NIIU will therefore be able to use it for monitoring of the implementation status

of the entire NIS.

The NIIU called for a meeting with 21 concerned institutions in August 2016 to explain the contents of the NIS Roadmap and to request them to provide the necessary information to complete the roadmap. As of January 2017, all institutions except two institutions have submitted information to the NIIU. The completed NIS Roadmap is expected to be submitted to the Executive Committee for its finalization (Appendix 10).

### 3.2.2. Issues

The project intended to conduct the formulation of the NIS Work Plans and their assessment in April 2015, but the actual implementation took place in July and August 2015. It is similar to the NIS Work Plan for 2016/17. The work plans were expected to be finalized in June 2016, before the new fiscal year started. However, it seems that, in Bangladesh, the annual plan is often formulated after the fiscal year has started. The delay would have no negative impact on achieving the project outputs and outcome.

Finalization of NIS Roadmap is to be done by the Executive Committee; however, the committee meeting has not been held since September 2013.

As mentioned above, the NIIS disseminated the SOPs and explained the actions to be taken by the Ethics Committee, as well as the roles of the IFPs. However, during the FPWS in May 2016, many IFPs raised concerns about their expected role. Such comment was raised because some of them were appointed shortly after the dissemination of the SOPs, which they have not yet read. Then, the project drafted the terms of reference (TOR) for IFPs and submitted it to the NIIU (Appendix 11). After some discussion, the NIIU decided not to announce the TOR for IFPs, as the SOPs already elaborated on the roles of the IFPs. In the future, should a similar concern be raised by the IFPs, the NIIU and IFPs would reconsider the necessity of the TOR.

### 3.3. Activities related to Output 2: NIS implementation among state-institutions is promoted and public acknowledgement of NIS among the staff members of state-institutions is increased.

Activities to realize Output 2 are divided into the following activities: promotion of NIS

implementation, NIS monitoring, capacity development, and public relations.

### 3.3.1. Activities related to promotion of NIS implementation

#### 3.3.1.1. Implemented activities

The project aims to promote activities of the target institutions, but does not directly involve the 115 actions in the NIS document. One of the activities of the project towards promotion of the NIS implementation is the sensitization of stakeholders through a series of seminars and workshops.

##### (1) Focal point workshop

Project Plan indicates to hold quarterly workshops targeting 59 ministries, divisions, and the selected organizations. Focal point workshops (FPWS) had various objectives each time such as awareness raising, formulation of NIS Work Plans, and monitoring on the progress of NIS Work Plans. The participants consisted of 59 IFPs, members of NIIU and other officials of the Cabinet Division, and the total of approximately 80 participants were expected at each workshop. Due to the large number of participants, one workshop was usually divided into three batches. Table 3-1 shows the past FPWS. The third and the eighth workshops were hosted by ACC; this was a part of increasing collaboration between ACC and ministries toward corruption prevention.

Table 3-1 List of past Focal Point Workshops

Schedule	Main Contents
1st workshop: 23, 27 and 30 Oct 2014	<ul style="list-style-type: none"> <li>• Presentation: Review of progress of NIS</li> <li>• Presentation: Introduction of NIS Support Project</li> <li>• Group discussion: Definition of TOR of Ethics Committee, priority in NIS Actions (Appendix 6)</li> </ul>
2nd workshop: 16, 18 and 19 Mar 2015	<ul style="list-style-type: none"> <li>• Presentation: Progress of NIS Work Plan Formulation</li> <li>• Group discussion: Assessment of actual Work Plans for improvements (Appendix 9)</li> </ul>
3rd workshop 19, 20 and 21 Apr	Hosted by ACC <ul style="list-style-type: none"> <li>• Presentation: Expected activities for preventing corruption</li> <li>• Group discussion: Potential cooperation between ACC and ministries, the role of the Ethics Committees and FPs in corruption prevention, effective policies and measures for corruption preventions (Appendix 12)</li> </ul>
4 <sup>th</sup> workshop 1 Jul	Knowledge sharing on good governance system in Japan (Results of training in Japan) (Appendix 13)
5 <sup>th</sup> workshop 6 and 7 Oct	<ul style="list-style-type: none"> <li>• Lecture on concept of monitoring</li> <li>• Presentation on the monitoring guideline and monitoring sheet</li> <li>• Group exercise: Filling out the monitoring sheet (Appendix 14)</li> </ul>
6 <sup>th</sup> workshop 18 Nov	<ul style="list-style-type: none"> <li>• Presentation: Progress of NIS-related activities, aiming to sensitize newly appointed Cabinet Secretary</li> <li>• Discussion (Appendix 15)</li> </ul>
7 <sup>th</sup> workshop 10, 12, 14 Apr 2016	<ul style="list-style-type: none"> <li>• Presentation: Compilation of the monitoring sheets gathered</li> <li>• Discussion: Issues facing during NIS implementation and their countermeasures, identification of good practices</li> </ul>



Schedule	Main Contents
	(Appendix 16)
8 <sup>th</sup> workshop 28 May	Hosted by ACC <ul style="list-style-type: none"> <li>• Presentation: Business Process Reengineering (BPR) and good governance</li> <li>• Discussion: Application of BPR to corruption prevention</li> </ul> (Appendix 17)
9 <sup>th</sup> workshop 11 Aug	Knowledge sharing on good governance system in Japan (Results of 2 <sup>nd</sup> training in Japan) (Appendix 18)
10 <sup>th</sup> workshop 26, 27 Sep, Oct	<ul style="list-style-type: none"> <li>• Presentation: Compilation of the monitoring sheets gathered (4<sup>th</sup> quarter)</li> <li>• Presentation: Progress of formulation of NIS work plan 2016/17</li> <li>• Discussion: Issues facing during NIS implementation and their countermeasures, how to improve the quality of NIS work plan</li> </ul> (Appendix 19)
11 <sup>th</sup> workshop 7, 8 Dec	<ul style="list-style-type: none"> <li>• Presentation: Compilation of the monitoring sheets gathered (1<sup>st</sup> quarter)</li> <li>• Discussion: Issues facing during NIS implementation and their countermeasures</li> </ul>

## (2) Promotion of NIS implementation for state training institutions

The NIIU and the project held a workshop in April 2015 to increase the awareness of the NIS among state training institutions and disseminate concept and contents of NIS among public servants. The workshop aimed to enable training institutions to understand the NIS and incorporate it in their programmes so that more and more public servants could understand the concept and contents of the NIS. In fact, the Cabinet Division published an order to state training institutions to include a lecture on the NIS in all the training programmes in September 2014. Another purpose of the workshop was to remind them of this government order. This workshop was not included in the initial project plan.

In the workshop, representatives from the Cabinet Division and the Ministry of Public Administration (MOPA), which administers the training institutions, gave speeches followed by a presentation by the NIIU on the concept and contents of the NIS. The project introduced the contents of the NIS Training of January/February 2014 so that the participants would be able to use them as a reference. The workshop included a group discussion on 1) the roles of training institutions and lecturers and 2) the contents of the NIS training (Appendix 20).

In June 2016, Cabinet Division sent an official letter to state training institutions to request them to submit the progress. The results showed that all training institutions have already the NIS component into their training modules. However, it was heard that some major institutions have not completed yet. Cabinet Division needs to conduct a follow up survey periodically.

## (3) Seminar for the non-state institutions

As mentioned above, non-state institutions (such as NGOs, the media, the private sector, and educational institutions) as well as the state institutions are expected to play a significant role towards realizing national integrity. The NIIU and the project hold seminars and workshops for these state

institutions to deepen their understanding of the NIS and to encourage them to take action to increase their integrity.

#### 1) Seminar for media

The baseline survey between November and December 2014 revealed that the general public hardly knows the NIS. The prerequisite for widespread recognition of the NIS among the public is the appropriate comprehension of the NIS by the media. The media themselves are also in a position to increase their integrity. In May 2015, the Ministry of Information, which administers the media, organized with the Cabinet Division the seminar for media to clarify the role of the media in achieving the NIS (Appendix 21).

The NIIU presented the past activities followed by the presentation by the Ministry of Information (MoI) on NIS actions for media stakeholders. The participants made the following comments:

- The public demand for transparency and accountability is increasing. Even without the NIS, the government must commit itself to improving governance;
- The role of the media in achieving the NIS is significant. The integrity of the media themselves is also in question. The Press Council and the Press Institute of Bangladesh have a particularly important role. The integrity of individual journalists should also be questioned;
- The realization of the NIS requires the commitment of the political parties and politicians;
- The NIS can create an effective social movement through widespread distribution to the public as the case for poverty reduction strategy paper. NIS should aim dissemination at the grassroots level in rural areas not only Dhaka; and
- Proper evaluation of good practices is important in addition to penalties.

In September 2015, the MoI and the project held a NIS workshop for subordinate institutions of the MoI, which administer different areas of the media. The promotion of integrity in the media requires the institutions administering broadcasting, radio, newspaper, movies and publishing to have better understanding of the NIS so that they can instruct the media in an appropriate manner. The workshop introduced the concept and contents of the NIS and shared the current progress. Then the MoI presented its NIS Work Plan and the progress.

The workshop confirmed that the establishment of national integrity is possible only when every citizen, in their respective positions, fulfils his or her responsibility under the NIS. In this process, the role of the media is significant. It was emphasized that the subordinate organizations of the MoI shall move forward with reforms while strengthening collaboration among media institutions. The Senior Secretary of the MoI has requested the Department of Films and Publications to consider working with

the project in producing TV advertisements or documentaries. Appendix 22 has the details of the discussion.

The second NIS seminar for the media was held in May 2016. The MoI presented the progress of the NIS actions for which it is responsible and exchanged ideas with media representatives on how to realize integrity among the media. The opinions that were heard from media representatives against the NIS were less critical and cynical compared to the first seminar. It seemed that the participants were willing to take the necessary actions to increase their integrity, while expressing constructive criticism against the actions taken by the government (Appendix 23).

## 2) Workshop for NGOs

The NIS defines NGOs as an important stakeholder for realizing its goal and specifies their necessary actions. The NIAC meeting in March 2013 agreed on the formulation of the NIS guideline for NGOs. The NGO Affairs Bureau has conducted a series of events to increase awareness among NGOs and drafted the guideline. After the guideline was drafted through dialogue with NGOs, the NGO Affairs Bureau, the NIIU, and the project organised a workshop to sensitize the NGOs towards promotion of integrity within their own structures and to obtain inputs from participants on the formulation of NIS Guidelines for NGOs.

In the workshop, the NGO Affairs Bureau presented the draft guideline. The guideline consists of six actions, namely 1) promotion of dialogue between the government and civil society about important policies and programmes, 2) increase in transparency in NGOs, 3) self-control system in NGOs, 4) introduction of a standard accounting and audit system for NGOs, 5) introduction of policies or rules on transparent appointment, and 6) avoidance of duplication between NGOs and the government. The following are the comments from NGOs during the workshop:

- It is important to promote dialogues with NGOs in the process of law formulation in the parliament and ministries;
- Integrity in NGOs themselves is essential. The government took an appropriate approach in the formulation of the guideline with the participation of NGOs;
- NGOs have greatly contributed to the improvement of services for citizens, and now their actions for good governance and anti-corruption are expected; and
- It is important to disseminate the NIS to the grass-roots level. Assistance from Deputy Commissioners and upazila leaders is likely to make the process more effective.

The participants were divided into six groups and discussed required actions for implementing the guideline (Appendix 24).

The project planned to organize another seminar in 2016. It approached the NGO Affairs Bureau, which expressed its concern that it was not a good time to organise an event because of the bureau's strained relations with NGOs over the amendment of the NGO-related law. As a result, only one NGO seminar was held during the project period.

### 3) Seminar for education institutions

The Seminar for education institutions was organized in 17 September 2015 based on the former Cabinet Secretary's instruction to organize it sooner in the Joint Coordination Committee held in 26 August. The purpose of the seminar was to promote understanding of integrity, explore the responsibility of education institutions and gain inputs for smooth NIS implementation. The Cabinet Secretary and the Secretary of Ministry of Education have co-chaired the seminar. The seminar consisted of the introduction of NIS by the Cabinet Secretary, presentation on the content and progress of NIS by NIIU officials and another presentation the role of education institutions in realizing NIS by the Integrity Focal Point of the ministry.

The participants expressed their comments in the seminar: the NIS is aligned to the principle of Islam, cognitive development among students needs to be developed by referring to the NIS, and it is necessary to analyse how national integrity can be increased, as it is a part of Islamic principles. To promote implementation of the NIS, the participants proposed the development of audio material, the establishment of one committee at the district level to coordinate the NIS-related activities, setting a memorial day for NIS, and holding an essay contest and debate (Appendix 25).

### 4) Seminar for private sector

The project had approached the Ministry of Commerce (MoC) to organize a seminar for the private sector, which is one of the stakeholders in realizing national integrity. The project submitted the concept note of the seminar and the Secretary of the MoC agreed on it. However, the MoC never took the initiative to organize the event. The project then approached the National Bureau of Revenue (NBR)—which has a close relationship with private entities—to organize the seminar, while not withdrawing the proposal to the MoC. The NBR, the Cabinet Division, and the project agreed to hold one seminar for the private sector on 5 March 2016.

Representatives of the chamber of commerce and industrial federations participated in the seminar. The Cabinet Division presented the NIS concept, its contents, and its progress to date. The NBR then showed its own actions towards national integrity and expressed its expectation that the private sector increased its integrity. During the open discussion session, some participants revealed the reality of

corruption that they faced, and discussed the roles of the private sector and government officials, respectively, as well as cooperation towards corruption prevention (Appendix 26).

#### (4) District NIS seminar

The project planned to organize two types of NIS-related events at the district level: a seminar for Deputy Commissioners, and an NIS seminar in some pilot districts. After the discussion with the NIIU, the project gave up the former plan because of the difficulty of gathering all 64 Deputy Commissioners, who need to gain approval from the divisions to which they belong when they are absent.

The NIIU and the project held the pilot NIS seminars in Gazipur District in November 2015, in Sylhet District in January 2016, and in Cox’s Bazar District in February 2016. On all occasions, representatives of civil society, the media, the private sector, and educational institutions participated in addition to the government officials. In the case of the Sylhet and Cox’s Bazar events, all Deputy Commissioners of those divisions were invited. This was an alternative approach to the unrealized seminar to sensitize the Deputy Commissioners.

The program of the seminars started with the presentation by the Cabinet Division, which was followed by a discussion among the participants. The program was established after these three pilot seminars had taken place. The Cabinet Division has since been organizing the NIS seminar in other 21 districts from its own budget, as of January 2017 and plans to organize another 12 seminars by June this year. It is noted that Cabinet Division issued a guideline to request filed offices at district level to formulate their NIS work plans.

#### 3.3.1.2. Issue

The table below shows the planned and actual implementation of seminars and workshops. The project supported unplanned events such as the seminar for state training institutions, while some events were not held. While several events were organized, they were less than what was initially planned.

Table 3-2 Planned and actual implementation of seminars and workshops

	Initial Plan	Actual No.
Focal Point Workshop	8	10
Workshop for NGO	4	1
Seminar for Media	4	3
Seminar for Education Institutions	2	1
Seminar for the Private Sector	2	1
Pilot seminar for Districts	3	3
Workshop for State Training Institutions	No plan	1
Seminar for senior government officials	2	0
Seminar for Deputy Commissioners	1	0

The following two events have not been realized: the seminar for senior government officials and the seminar for Deputy Commissioners. The former seminar was planned to sensitize senior government officials such as the Secretary and Additional Secretary. This was a strong request from IFPs because they find it difficult to lead the implementation of the NIS work plan without the support of their senior colleagues. In August 2015, the project developed the concept note for the seminar and submitted it to the NIIU. The reason why the seminar for Deputy Commissioners was not held was mentioned above.

Fewer seminars and workshops for non-state institutions were organized than planned. This is because of results of discussions with the ministries and organizations in charge. The project and the ministries and organizations in charge, namely the Ministry of Information, Ministry of Commerce, National Board of Revenue, Ministry of Education, and the NGO Affairs Bureau, thought that one annual event was sufficient to monitor the progress of NIS-related activities. Instead, those non-state institutions were invited to the good practice seminar in October 2015. Local representatives of those non-state institutions also participated in the district NIS seminars.

### 3.3.2. Activities related to NIS monitoring

#### 3.3.2.1. Implemented activities

##### (1) Formulation of monitoring guideline including the monitoring sheet

The monitoring activities of the project are as follows: 1) monitoring of the NIS Work Plans formulated by ministries, division, and the selected organizations; 2) monitoring on the overall progress of the NIS administered by the NIIU. To date, the project has supported the former. As most target institutions have formulated their NIS Work Plans by July 2015, the NIIU and the project developed a Monitoring Guideline together with a standard Monitoring Sheet. The guideline, based on the SOPs, shows the work flow of monitoring tasks and mandatory actions of the Ethics Committee and IFPs (Appendix 27). The Monitoring Sheet follows the structure of the NIS Work Plan with added columns to fill in the result of the monitoring. Filling out the columns with the result will show the gap with the plan. (Appendix 28). The period of the NIS Work Plan starts in July and ends in June of the following year. Therefore the monitoring should be conducted quarterly in September, December, March and June. The second version of the Monitoring Sheet 2016/17 is combined with the NIS Work Plan 2016/17.

##### (2) Implementation of monitoring

Toward the implementation of monitoring, an FPWS was held in October 2015. This workshop included a training session for monitoring because of the request from the NIIU that a basic knowledge of monitoring is essential for conducting proper monitoring. The workshop consisted of lectures on the concept of monitoring by a professor of Dhaka University, as well as the NIIU's presentation on the NIS Monitoring Guideline and Format. The NIIU also explained how to fill out the format.

Discussions were then held to explore how to sustain the quality of monitoring, expected challenges, and countermeasures.

The first quarterly monitoring for the period between July and September 2015 was conducted in November/December 2015. The NIIU considered the quality of the submitted monitoring sheets as insufficient, and called for a meeting with the concerned institutions in January 2016. In the meeting, the NIIU gave specific advice to each institution on what to improve. During the NIS training in January/ February, the Project Director also explained to IFPs how to improve the monitoring sheet.

The monitoring sheets for the second quarter were submitted in March 2016. The NIIU organized one FPWS in April and presented the assessment results on the submitted monitoring sheets. The IFPs and the Cabinet Division officials discussed the progress of NIS-related activities, and shared the issues that they were facing as well as the countermeasures. The IFPs also submitted good practices identified in their institutions. The project drafted the monitoring report for the second quarter based on the results of the FPWS and submitted it to the NIIU. The project compiled the monitoring sheets for the third and fourth quarters and submitted them to the NIIU in May and September, respectively.

To share results of the first quarter monitoring of 2016/17, one FPWS was organized by the NIIU in December 2016. The project did not give technical support to compile the monitoring sheets and hold the workshop, aiming at increasing sustainability of the project, while providing financial support to bear the cost of the workshop.

#### 3.3.2.2. Issues

Many ministries, divisions, and the selected organizations did not submit their monitoring sheets by the deadline set by the NIIU. The submission rate of the third quarter's monitoring sheet was lower than that of the second quarter. The NIIU needed to request them to submit continuously.

From the second quarterly monitoring, other officials of the Coordination and Reforms Wing of the Cabinet Division started conducting the monitoring activities, as the number of the NIIU officials is limited. However, because of personnel relocation and other reasons, this arrangement has not been sustained.

The FPWS is considered to be effective as an occasion to exchange ideas how to implement NIS work plan among IFPs and the NIIU officers. The results of FPWS are to be reflected in the monitoring report. One of the issues is that the participants do not have enough time to discuss a specific problem intensively, as the number of participants is more than 20. Organization specific issues are to be shared

among the participants in the workshop and the participants are supposed to discuss what kind of measure are needed. To do that, strong facilitation skill is needed.

The other issue is sustainability of the FPWS. In terms of technical capacity, the NIIU will be able to compile and analyse the monitoring sheets collected and organize an event to share the monitoring results. In fact, the last FPWS in December 2016 was organized by the NIIU, not receiving any technical support from the project. However, financial sustainability still remains as an issue. The NIIU needs to secure budget for organizing the FPWS from now on.

The NIIU has not finalized and submitted the monitoring reports drafted by the project to the Executive Committee, although the NIS clarifies the monitoring process on NIS: the concerned institutions submit the progress of NIS activities to the NIIU, where after the NIIU submits the comprehensive monitoring results to the Executive Committee after compiling the reports gathered.

### 3.3.3. Activities related to capacity development

#### 3.3.3.1. Implemented activities

The project conducted activities to develop capacity in NIS implementation in the PDCA cycle.

##### (1) Training programmes in Bangladesh

###### 1) NIS Training

###### i. Overview and purpose of the training

The training programme was conducted in January/February in 2015 and 2016 to enable participants to understand the concept and the contents of the NIS and to equip them with vital skills required for NIS implementation. The programme had 80 participants, including members of the NIIU, other concerned officials of the Cabinet Division and IFPs. Considering the large number of participants, they were divided into three groups, and each group participated in a five-day training programme in the first year and four-day training program in the second year.

The training programme was designed to cover more than the introduction of the contents of the NIS. Such an introduction could also be covered in FPWSs. The project designed the training programme so that the participants could gain skills in implementing the respective TOR. In addition to lectures on planning and monitoring, the training also involved practical sessions on drafting an NIS work plan.

In 2016, the training program was different from that of the previous year. It was found that there were more than 20 newly appointed IFPs after the training in 2015; the project therefore decided to provide an extra three-day program for those newly appointed IFPs to have them gain basic knowledge of the



NIS and good governance.

#### ii. Methods

The implementation of the training programme was subcontracted to the Bangladesh Civil Service Administration Academy (BCSAA). The reasons for the subcontracting are as follows:

- The BCSAA is the only training institution specialized in admin-cadre, the main target of the training programme. The BCSAA is capable of conducting effective training because it is well informed about the environment surrounding admin-cadre and additional skills they may need;
- The BCSAA has ample experience in training in the field of anti-corruption and therefore is capable of formulating an effective curriculum. In addition, it has connections with suitable resource persons in the field; and
- The BCSAA is located near most ministries and departments so that the participants can go back to their offices every day after the training. In addition, the ease of transport to the venue is an additional advantage in securing resource persons.

#### iii. Contents of the training programme

The training program of the first year aimed at making IFPs understand concept of NIS and good governance and enabling them to take actions by referring to the standard operational procedures developed by the Cabinet Division. In fact, during the first FPWS held in October 2014, it was revealed that quite a few of IFPs did not have enough knowledge of NIS and some of them might not have read the NIS document. The program consisted of 1) basic knowledge and skills, 2) knowledge of tools essential for NIS implementation, 3) visits to institutions with good practices and 4) workshop. The training program is shown in Table 3-3.

The major training program of the second year included 1) the concept of good governance, 2) an approach to realize good governance, 3) tools to implement the NIS, 4) corruption prevention, and 5) workshop. The detailed contents are show in Table 3-4. It is noted that the program was forced to be changed due to the availability of some lecturers during the general strike. Some training materials are attached as Appendix 29.

Table 3-3 Contents of NIS Training in 2015

Program	Subject	Major topics
Increase Understanding of NIS, Good Governance, and Anti-corruption	Good Governance and National Integrity Strategy	<ul style="list-style-type: none"> <li>• Definition of governance and good governance</li> <li>• Contents of NIS</li> <li>• How NIS will work</li> </ul>
	Integrity in Public Governance	<ul style="list-style-type: none"> <li>• Individual integrity</li> <li>• Institutional integrity</li> <li>• National integrity</li> </ul>
	Trends of NIS in the world	<ul style="list-style-type: none"> <li>• Good practices on NIS in the world</li> <li>• Lessons learned for Bangladesh</li> </ul>
	Integrity and leadership	<ul style="list-style-type: none"> <li>• Roles of government officials to realize NIS</li> <li>• Roles of Integrity Focal Point</li> </ul>
	Corruption Prevention in Bangladesh	<ul style="list-style-type: none"> <li>• Defining corruption and corruption prevention</li> <li>• Anti-Corruption Commission in Bangladesh</li> <li>• Preventive Measures in Bangladesh</li> </ul>
	Corruption and human rights	<ul style="list-style-type: none"> <li>• Definition of human rights</li> <li>• Corruption as a violation of Human Rights</li> </ul>
	Corruption prevention and civil society	<ul style="list-style-type: none"> <li>• Roles of civil society (media, NGO, the public sector) for corruption prevention</li> </ul>
Tools to promote the implementation of NIS	Development Planning and the experiences of Bangladesh	<ul style="list-style-type: none"> <li>• History of Development Planning in Bangladesh</li> <li>• Development Plans/Other Plan Strategies in Bangladesh</li> </ul>
	A Primer on PDCA as a Tool for Strategic Planning	<ul style="list-style-type: none"> <li>• The basic facts and contexts</li> <li>• Understanding PDCA cycle</li> </ul>
	Strategic Management Plan focusing on Governance	<ul style="list-style-type: none"> <li>• Concept of strategic management planning</li> <li>• Stakeholder analysis and SWOT analysis</li> </ul>
Some major NIS actions	Government Performance Management	<ul style="list-style-type: none"> <li>• What is performance management</li> <li>• Performance indicators</li> <li>• Annual performance agreement</li> </ul>
	Right to Information Act and Rules	<ul style="list-style-type: none"> <li>• Contents of the Act and Rules</li> <li>• Implementation status</li> </ul>
	Grievance Redress System	<ul style="list-style-type: none"> <li>• Objective, Key principles</li> <li>• The functions of GRS</li> <li>• Cycle of grievance redress operation</li> </ul>
Site visit	NIS PR Strategy	<ul style="list-style-type: none"> <li>• Importance of Public Relations</li> <li>• Results of the baseline survey</li> <li>• Contents of NIS PR strategy</li> </ul>
		Visiting the Bangladesh Bank
Exercise		Formulation of NIS work plan

The second NIS training in 2016 was planned based on the progress of NIS related activities and expected roles of the IFPs. The training aimed to increase understanding of accountability-related policies, strengthen monitoring skills, understand the mechanism of good practices, because the IFPs are supposed to promote accountability of their institutions, conduct monitoring on NIS work plans and support good practices. Beside this, three-day extra training was planned for newly appointed IFPs to make them understand the concept of NIS and governance. The detailed contents are show in Table 3-5. Some training materials are attached as Appendix 30.

Table 3-4 Contents of NIS Training in 2016

Program	Subject	Major topics
Increase understanding of NIS, good governance, and NIS, anti-corruption	Integration of the SDGs in Bangladesh Development Planning and Implementation Strategy	<ul style="list-style-type: none"> <li>• Outline of sustainable development goals (SDGs)</li> <li>• Governance and SDGs</li> </ul>
	Administrative Reform for Good Governance	<ul style="list-style-type: none"> <li>• Administrative reform initiatives in Bangladesh</li> <li>• Problems and looking ahead</li> </ul>
	Ethics and Good Governance: Global and Bangladesh Perspective	<ul style="list-style-type: none"> <li>• Quotations relating to ethics</li> <li>• Definition of good governance</li> </ul>
	Leadership for Good Governance	<ul style="list-style-type: none"> <li>• Leadership, accountability, governance</li> </ul>
	Leadership for Good Governance (2)	<ul style="list-style-type: none"> <li>• Good governance in the banking sector</li> <li>• Initiatives taken by the Bangladesh Bank</li> </ul>
	Empowering Citizens to Fight Corruption	<ul style="list-style-type: none"> <li>• Definition of corruption</li> <li>• Tools, challenge and risks</li> </ul>
	Media and Anti-Corruption	<ul style="list-style-type: none"> <li>• Roles of media against corruption</li> </ul>
	Bottom-up Approach to Corruption Prevention	<ul style="list-style-type: none"> <li>• Social accountability framework and tools</li> <li>• Introduction of public hearing</li> </ul>
	Issues in Corruption: Role of Communities	<ul style="list-style-type: none"> <li>• Causes of corruption</li> <li>• Roles of civil society (media, NGO, the public sector) for corruption prevention</li> </ul>
	Impact of Corruption on Human Rights and Democracy	<ul style="list-style-type: none"> <li>• Corruption and human rights</li> <li>• Strategy of the National Board of Revenue</li> </ul>
	Integrity of Watch Dog Organizations	<ul style="list-style-type: none"> <li>• Policies to ensure integrity of watch dog organizations</li> <li>• Issues</li> </ul>
	Rights-based Approach for Good Governance	<ul style="list-style-type: none"> <li>• Definition of governance</li> <li>• Character of rights-based approach</li> </ul>
Increase understanding of NIS major activities	NIS Roadmap	<ul style="list-style-type: none"> <li>• Concept and contents of Roadmap</li> <li>• Its effectiveness</li> </ul>
	SOPs for Ethic Committee and PDCA Cycle of NIS Implementation, including Monitoring Framework	<ul style="list-style-type: none"> <li>• Introduction of SOPs and PDCA cycle</li> <li>• Roles of IFPs</li> </ul>
	Service Process Simplification for Strengthening Service Delivery System	<ul style="list-style-type: none"> <li>• Progress of service process simplification</li> <li>• Issues and way forward</li> </ul>
	Government Performance Management	<ul style="list-style-type: none"> <li>• What is performance management</li> <li>• Performance indicators</li> <li>• Annual performance agreement</li> </ul>
	Citizen Charter	<ul style="list-style-type: none"> <li>• Concept, principles, and contents</li> <li>• Implementation framework</li> </ul>
	E-governance for Good Governance	<ul style="list-style-type: none"> <li>• Initiatives of e-governance</li> <li>• Current position and drawbacks</li> </ul>
	Whistle Blowers Protection System	<ul style="list-style-type: none"> <li>• Contents and progress of the system</li> <li>• Issues</li> </ul>
	Results of Good Practices Research	<ul style="list-style-type: none"> <li>• Introduction of good practices</li> <li>• Causes for their successes</li> </ul>
Exercise	Monitoring on NIS Work Plan	<ul style="list-style-type: none"> <li>• Filling out the monitoring sheet</li> </ul>

Table 3-5 NIS Training Extra Subjects in 2016

Program	Subject	Major contents
Increase Understanding of NIS, Good Governance, and	NIS in Other Countries	<ul style="list-style-type: none"> <li>• Cases in Malaysia, Singapore, Hong Kong</li> <li>• Implication to Bangladesh</li> </ul>
	Impact of Corruption on Good Governance &	<ul style="list-style-type: none"> <li>• Definition and causes of corruption</li> <li>• Costs of corruption</li> </ul>

Program	Subject	Major contents
Anti-corruption	Development	
	Policies and Programs of Corruption Prevention in Bangladesh	<ul style="list-style-type: none"> <li>• Introduction of Anti-Corruption Committee</li> <li>• Measures taken to promote corruption prevention in Bangladesh</li> </ul>
	Concepts and Forms of Accountability	<ul style="list-style-type: none"> <li>• Definition and types of accountability</li> <li>• Strategy to ensure accountability</li> </ul>
	Right to Information Act and Rules	<ul style="list-style-type: none"> <li>• Contents of the Act and Rules</li> <li>• Implementation status</li> </ul>

#### iv. Result

The questionnaire survey conducted on the last day of each year's training program revealed that the participants of the first year rated the program higher. All the participants of the first year marked more than 84 points out of 100 for all the subjects, while four subjects of the second year failed to gain 80 points.

#### v. Others

The training of the 1<sup>st</sup> year was disturbed by a general strike that negatively affected the operation. Some lecturers were unable to attend the training because of transportation limitations that forced the project team and the BCSAA to find alternative resource persons. Nonetheless, thanks to efforts by the Cabinet Division, the BCSAA and other stakeholders, the strike did not affect the quality of the training.

##### 1) Training for monitoring

As mentioned in Section 3-3-1, the training on monitoring was conducted in October 2015.

##### 2) Training for corruption prevention

As mentioned in Section 3-3-1, the ACC held two training workshops on corruption prevention in April 2015 and May 2016.

##### 3) Training by resource persons from Japan

This project was expected to organize training sessions for Cabinet Division officials and IFPs by Japanese intellectuals during their visit to Bangladesh. The half-day training for governance and anti-corruption was organized with Professor Eiji Oyamada of Doshisha University as the key lecturer during his visit to Dhaka on another JICA assignment.

#### i. Overview and objective of the training

The NIS training of January 2015 covered basic information on governance and anti-corruption, and the training in Japan of June 2015 introduced participants to the governance system in Japan. Upon a request from the Cabinet Division to explore case studies from other countries, the training on 'Global

Trend of National Integrity and Anti-corruption' was conducted in consultation with Professor Oyamada. It aimed at increasing participants' understanding on other countries' experience and reflecting them in NIS implementation as well as reviewing the basics of governance and anti-corruption.

#### ii. Method

There were about 80 participants, including Cabinet Division officials, NIIU members and FPs. The training consisted of half-day lecture sessions on two days with each day accommodating 40 participants.

#### iii. Contents of the training

Professor Oyamada gave his presentations, which were followed by questions from the participants. The main topics of the presentations were as follows: 1) human development and good governance; 2) priority of anti-corruption in relation to level of development - the public considers corruption as an issue; 3) concept of corruption - different concepts in different countries); 4) economic loss caused by corruption; 5) introduction of a Corruption Index; 6) corruption in the private sector - its impact; 7) corruption in the public sector - the environment surrounding civil servants and moral issues; 8) corruption in projects; 9) causes for failure of anti-corruption; and 10) tools to secure transparency and accountability.

The participants commented on how corruption harms economic development, the need for appropriate personal conduct on the part of civil servants and for incentives such as rewarding good practices, how freedom of speech is vital in anti-corruption, no anti-corruption efforts can be successful without the integrity of the judiciary and parliament, and the effectiveness of anti-corruption measures through IT innovation is in question if the users are corrupt. The details are available in Appendix 31

### (2) Training in Japan

#### 1) Overview and objective of the training

The training in Japan was conducted in June 2015 and July 2016. Despite a series of policies for good governance by the Bangladesh government, these goals are yet to be fulfilled. It is worthwhile to learn policies for good governance in Japan, their results and challenges in contemplating how to realize the NIS in Bangladesh. Especially, the understanding of the actual mechanism of these policies in Japan should be a good reference for the Bangladesh government whose policy implementation tends to be stagnant.

There were seven participants in total in 2015, including the former Secretary (Coordination and Reforms) and three officials of the Cabinet Division, one senior official of the ACC, and two selected IFPs. In 2016, four officials from the Cabinet Division including the Secretary (Coordination and Reforms), one senior official of the ACC, and five IFPs participated in the training. Those IFPs were chosen from among institutions that were active in NIS implementation (Appendix 32).

#### ii) Methods

The implementation of the training was contracted out to the National Graduate Institute for Policy Studies (GRIPS), which has been involved in NIS promotion. In April 2013, Keiichi Tsunekawa, then vice president of GRIPS, visited Bangladesh and gave his recommendations for realizing the NIS after field visits and exchanging opinions on rural public administration with senior officials including the Cabinet Secretary. The design of this project is also based on these recommendations. When JICA invited the former Cabinet Secretary to Japan in October 2013, he exchanged opinions with Vice President Tsunekawa and Professor Horie, in addition to meeting with the JICA President and the Assistant Chief Cabinet Secretary of Japan. GRIPS was chosen as the implementer of training in Japan because it received a high evaluation from the former Cabinet Secretary on the lectures given by Professor Horie. The training implementation was contracted out to GRIPS again in 2016 because the participants of the first year rated the training program very highly.

#### iii) Contents of the training.

Both training in 2015 and 2016 consisted of the following: 1) lectures by Professor Horie; 2) visits to the Ministry of Internal Affairs and Communications (MIC) and the National Personnel Authority (NPA); 3) a workshop; and 4) others (Refer to Appendix 33 for training curriculum of both years). The overview of the training is as follows.

- Lectures by Professor Horie

The lecture first reviewed the definition of good governance and then explained the concept of accountability. Global trends on anti-corruption measures were also introduced. He explained public administration, the legislative body and judicial system in Japan, and then introduced public sector evaluation, Administrative Appeal Act, Administrative Counsellors Act, information disclosure system, the ethics law and rules. The professor added an explanation on the role of civil servants in realizing good governance based on his personal experience. The participants gained basic knowledge through a series of lectures before visiting the MIC and the NPA.

- Visits to MIC and NPA

The participants visited the Administrative Management Bureau and the Administrative Evaluation

Bureau of the MIC, and were briefed on good governance policies such as public sector evaluation, Administrative Appeal Act, Administrative Counsellors Act, information disclosure system, followed by an exchange of opinions. At the NPA, they learned the background, contents, implementation system, and current situation of the National Public Service Ethics Act followed by a discussion.

- Workshop

The participants held discussions with Professor Horie on the activities required to achieve good governance and formulate effective anti-corruption measures.

- It is essential to increase respect for civil servants in the society to gather talented individuals and to prevent crime by them. In addition, providing a decent salary is a key factor.
- Rules should be well elaborated but at the same time easy to understand. By doing so, every citizen can understand its contents and hence there is less room for corruption. This will also clarify whether rules are properly followed.
- In introducing new rules, publication on a website is not enough. It is important to take additional measures, such as producing handbooks, manuals and Q&A list, and holding of seminar and training programme.
- Policy implementation needs co-optation from non-state stakeholders such as the media and the private sector.

- Others

A programme orientation was held before the lectures at GRIPS to review the objective of the training as well as to share expectations of individual participants. The participants also visited the JICA headquarters, and both JICA and the participants confirmed that the success of this project would lead to phase II of the project. In 2016, by following the training programme at GRIPS, the participants conducted problem analysis and identified actions for promotion of NIS implementation. The participants also discussed detailed activities of the expected phase II of the project.

## 2) Feedback Seminar on Training in Japan

In 2015 and 2016, the Cabinet Division together with the project organized a seminar to share what was learned in the training programme in Japan with IFPs (Appendix 13 and 18). Those who visited Japan presented policies on good governance and anti-corruption in Japan, and how they are implemented. Some seminar participants pointed out that the consistency among laws and regulations is lacking in Bangladesh compared to Japan.

### 3.3.3.2. Issue

The unimplemented activity is training for promotion of NIS implementation. This training was

designed to apply the Total Quality Management (TQM) method to solve three major issues: food adulteration, land management, and information disclosure. The Cabinet Division set up sub-committees of NIS for these issues as a pilot case. However, it was found that the TQM method is suitable for field activities of the public service, while the Cabinet Division has been focusing on policy-related activities to promote the NIS. In addition, activities of the sub-committees have not been really vigorous. Therefore, the project, in consultation with JICA, decided to terminate the plan. Instead, the project proposed training for GRS implementation. However, the project could not identify real needs for the GRS training after a series of discussions with the Cabinet Division. Table 3-6 shows training sessions planned and conducted between October 2014 and October 2016.

Table 3-6 Training implementation progress and plan

Name of Training	Initial Plan (days)	Achievement	
		In 2015 (days)	In 2016(days)
NIS Training	9	5	4, plus 3 days for newly appointed IFPs
Monitoring Training	No plan	0	1
Training by Japanese intellectuals	4	1	0
Training in Japan	10 per year	10	10
Feedback Seminar on Training in Japan	No plan	1	1
NIS Implementation Facilitation Training	4	0	0

### 3.3.4. Activities related to Public Relations

PR activities of the project consist of the government officials and the public.

#### 3.3.4.1. Implemented activities

The main objective of PR was to increase the understanding of the NIS among government officials working in central government institutions. However, PR activities to improve awareness of the NIS among the public were not excluded. In the two-year project period, the project directly targeted these government officials for PR, while starting mid- to long-term PR targeting the public.

##### (1) Formulation of PR Strategy

Based on the policy mentioned earlier, the PR Strategy was formulated in January 2015. The strategy suggested three points, which are listed below. These objectives are expected to be achieved incrementally. The initial step is to increase the awareness of government officers and implement activities to promote the NIS. Then the awareness of the NIS shall increase by informing the public



about these initiatives. Finally, the citizens are expected to recognize their role in realizing the NIS.

- Increase awareness and understanding of government officers on their NIS responsibilities and overall picture of the NIS
- Increase public awareness of NIS initiatives by governmental officers
- Increase public awareness and understanding of the roles and responsibilities of the public (non-state institutions and organization) for realizing the NIS and promote values of Integrity in the society

The PR Strategy was presented in the NIS training programme in January/February 2015 to obtain comments from the participants. It was again discussed with the NIIU in March 2015 and presented to the Ministry of Information in May 2015.

## (2) Activities based on PR Strategy

### 1) Promotion of awareness and understanding of the NIS among the government officials

The strategy adopted cascade-type approach: the IFPs and the information officer<sup>2</sup> of each ministry and division are expected to disseminate the NIS in their institutions, then to the subordinate departments and their field offices. The following activities were conducted to enhance the understanding of the concept and contents of the NIS:

- PR activities were to be included as a component in the NIS Work Plan 2015/16. As a result, many ministries plan to conduct PR activities on the NIS;
- The project organized a training programme for state training institutions in April 2015. This is expected to accelerate the spread of the NIS among civil servants;
- As mentioned in 3.4.1 (4), the Cabinet Division has been organizing NIS seminars at the district level to disseminate the concept and contents of the NIS among local government officials; and
- Many ministries created an NIS section on their official websites.

Regarding the inclusion of NIS into training module, the results of the survey conducted by the Cabinet Division show that all state training institutions have incorporated NIS into their training modules. However, it was heard during the PSC meeting in January 2017 that some institutions failed to do. The Cabinet Division is expected another follow up research this year. The Ministry of Public Administration announced an instruction to request ministries and divisions to conduct 60 hours training for their officers and provided one sample of training module, which includes the NIS-related component. For instance, National Institute of Local Government (NILG) conducted one training course for its officers in October 2016 and one of the sessions was allocated for the NIS. The officers related local government matters are expected to understand the concept and contents of NIS through

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<sup>2</sup> The information officer is dispatched by the Ministry of Information and is in charge of PR activities.

training courses organized by the NILG.

The NIIU and the project decided to design a logo for the NIS and use it as a symbol of national integrity, aiming to raise awareness among government officials as well as the public. The project, in consultation with the Cabinet Division, organized an open competition to design the NIS logo. The notice for the open competition was placed on a newspaper in November 2015, while setting up a special website for this purpose. Thirteen applicants submitted designs. The Cabinet Division established the committee for logo selection, consisting of the Secretary (Coordination and Reforms), the Additional Secretary of the Cabinet Division (Project Director), two representatives of IFPs, two experts (from Dhaka University and the design field, respectively), and the Chief Advisor of the project. One design was selected in the meeting of the logo selection committee in April 2016 and approved by Cabinet Division in January 2017.

## 2) Increasing public awareness of NIS initiatives by governmental officials

Activities to propagate the NIS initiatives by government officials among the public are as follows. A series of seminars and workshops for non-state institutions mentioned in '3-4 Activities related to promotion of NIS implementation' also served the purpose of public relations among stakeholders.

- Presentation of NIS activities through ministries' official websites
- The former Cabinet Secretary presented the concept, purpose and current progress of the NIS in an interview with BTV in December 2014.
- NIS activities were introduced in a seminar/workshop for NGOs, the media, the private sector, and educational institutions. After the seminars for the media, it was expected that the government initiatives would be broadcast.
- Two researches on good practices were conducted. Good practices related to the NIS achieved by government officials were identified and factors for their success were analysed.
- Two documentary videos on good practices were developed and disseminated to all districts.
- A Good Practice Seminar was held in October 2015. Good practices were presented in front of representatives of NGOs, the media, the private sector, and educational institutions.

## 3) Promotion of NIS activities among the public and non-state institutions

A series of workshops and seminars for non-state institutions involved discussions on their own role in achieving integrity in their sectors. Representatives of non-state institutions also presented their expected actions towards national integrity in the good practice seminar.

### (3) Research on good practices

#### 1) Background and objective

One of the terms of references for Ethics Committee is to identify the successes achieved and the impediments faced in the way of establishing integrity in the concerned sector. The Cabinet Division conducted a good practices survey in the governance sector in 2013 and published a report. A similar survey was conducted in 2014, but it does not mention the causes of success. The project conducted two researches in 2015 and 2016 to use good practices for the second objective of the PR Strategy, namely ‘Increase public awareness of NIS initiatives by governmental officers’. The researches assessed the successful factors of these good practices and identified lessons learnt for achieving the NIS.

## 2) Implementation policy and methods

For both the 1<sup>st</sup> and 2<sup>nd</sup> researches, some good practices were selected from the good practices list developed by the Cabinet Division based on relevance to the NIS and applicability to other institutions. Table 3-7 and 3-8 show good practices selected and the institutions in charge. Most of the good practices selected for the 1<sup>st</sup> research were related to ICT, reflecting the government’s priority for e-government. In the 2<sup>nd</sup> research, majority of the good practices were related to provision of better public service, because of the intention of the Cabinet Division that good practices are to directly affect needs of people. Most of the practices aim at improving the levels of public services and increasing satisfaction level among people by securing their transparency and accountability.

Table 3-7 Target Institutions for Research on Good Practice in 2015

<b>Institution</b>	<b>Good Practice</b>
Road Transport and Highways Division	Identification of Black Spot to prevent accident in highways
Ministry of Public Administration	Introduction of Civil Servant Award Policy
Ministry of Environment and Forests	Establishment of helpdesk
Bangladesh Bridge Authority	Introduction of online GRS, Electronic toll collection system
Ministry of Health and Family Welfare	Note to successor, Introduction of study circle
Ministry of Women and Children Affairs	One-stop service for women who have experienced domestic violence, including helpline
Bangladesh Bank	Corporate memory system
Public Service Commission	Assurance of neutrality in exam; addition of new item on ethics to exam

Table 3-8 Target Institutions for Research on Good Practice in 2016

<b>Institution</b>	<b>Good Practice</b>
Ministry of Education	Decentralized online MPO (Monthly Pay Order) processing system
Power Division	Snap Shot System of Meter Reading by Cell Phone
Implementation, Monitoring and Evaluation Division	e-GP (Electronic Government Procurement)
Cabinet Division	E-mobile Court
Ministry of Land	Online Porcha System
Prime Minister's Office	Service Process Simplification System (SPS) under a2i project
Ministry of Expatriates' Welfare and Overseas Employment	Selection of workers through electronic system
a2i Project, Prime Minister's Office	Social Media Tools
Finance Division	Electronic /Online Pay Fixation
Cabinet Division	Annual Performance Agreement (APA)

The researches were contracted out to one consulting firm in Dhaka. Stakeholders were interviewed to identify the success factors of good practices. Narrative interview was used instead of conventional interview to allow the interviewee to tell his or her story. The role of the interviewer is to listen so that implicit knowledge can be extracted from the interview. The interviewees included not only IFPs but also the officers who have been implementing good practices. After all the interviews, a focus group discussion by those practitioners was organized. This was expected to show some lessons learnt towards national integrity through inter-organizational discussion.

### 3) Results of the good practice research

The research revealed the progress of each practice and factors for their successes. During the research of the 1<sup>st</sup> year, several success factors of good practices were identified: i) Existence of “A Change Maker”, ii) Support from senior officers, iii) Demand from the citizens. It was also found that good governance policies of the government such as the NIS and the APA have been promoting the successes. The institutions that has adopted results based approach tend to produce more tangible results.

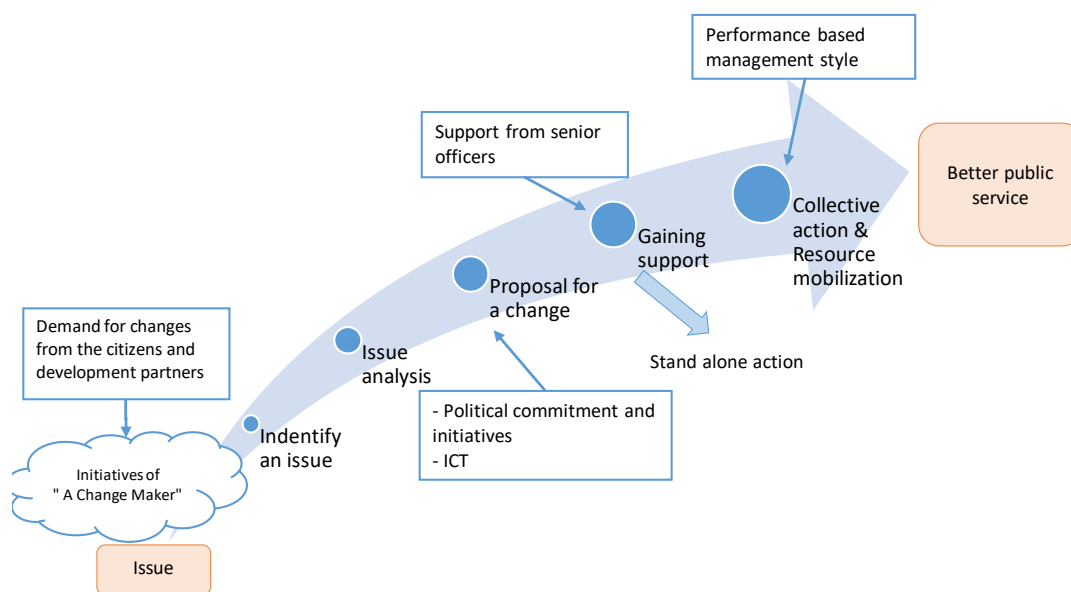


Figure 3-1 Image: process to realize reform

The research revealed the existence of officers who played a leading role to produce tangible results. Such officers are called “A Change Maker” in the research. The change makers are sensitive to issues and motivated by demands of the citizen and/or recommendations from developing partners. They proactively analyse causes of the issues and propose countermeasures. Once they manage to gain support from their senior officers, they can take collective actions in their institutions, not as an individual based initiative. The government’s policies/ initiatives may help the change makers to justify their actions. For instance, they would be able to defend their actions by referring to the NIS. Development of ICT also helps the change makers to introduce an effective countermeasures.

In the second research, factors of the successes are examined again and three major factors were identified: i) pressure for reforms, ii) changes of mind-set among civil servants and public administration management system, and iii) political environment. Pressure for reforms consists of pressure from citizens to improve public services, pressure from development partners, and mutual pressure among civil servants to make public services more accountable and user friendly. Nurture of new type civil servants, who got employed after the democratization in 1991, understand principles of democracy more than the previous generations. They recognize their roles as a service provider to citizens, not as a leader for citizens. They also belong to the generations that are accustomed to using ICT. In parallel, the management style of the public sector in Bangladesh has been changed and performance based approach has been adopted in several areas. This change is also a promoting factor for the good practices. The third factor, which is political environment, means political initiatives and commitment towards good governance such as the NIS and the APA. The good practices also show

that gradual reform often works better than radical reform.

### **Reference 1: Online Porcha (Certificate for land owners) System**

Land owners used to go to Deputy Commissioner's Office at least five or six times to get the certificate. Besides, gaining access to the office was difficult and without the help of brokers, it was impossible to get any services. However, with the establishment of District E-Service Centres (DESC) in all districts, which are ICT facilitated one stop service centres, they go to the DESC, fill out an online form, and pay fixed fee. Once the form is submitted, they get a text message on their mobile phone and they get another message, when the certificate is ready.

At the digital centre at union offices, village people are able to submit a form, pay the fee and receive the certificate. They do not have to go to the Deputy Commissioner Office any more. At the digital centre, there are staff who help villagers to fill out the form. In case of the digital centre, Konda Union, Keraniganj Upazila, Dhaka District, the villagers are able to receive 102 types of public services and one of them is online porcha system. There are two contracted based staff members at the centre and one of them is female to make it easy for female villagers to go to the centre. The staff members do not receive any salary from the village but receive commissions when they provide services. For instance, they receive 20 taka for each porcha.

#### <Transparency and accountability>

Fee and duration for each service are indicated on the village portal site. Daily and monthly reports are automatically formulated on computers based on transactions conducted by the staff members. It makes easy to find discrepancy between the number of processed services and total amount of fees received. The head of the village is in charge of complaints from the villagers. There is no space for a broker to play, as the staff members help the villagers to fill out the form.

#### <Improvement of public services>

The villagers do not have to go to the Deputy Commissioner' Office to receive a porcha any more. The staff members of the centre help the applicants to fill out forms.

### **Reference 2: Snap Shot System of Meter Reading by Cell Phone**

In 2013, to address the problem of fraudulent meter-reading, a system was introduced in that the meter readers take a meter reading snapshot by their mobiles and send it instantly to the online database of Power Development Board. With the meter reading, the reader's location (latitude and longitude) is also recorded and passed down to the online database confirming that the reader was physically present in the location. Introduction of this system has ensured correct billing, and timely payment of bills and

reduced fraud and system loss. The service started in Mymensingh District and more than one million forty six users are covered. The meter reading is conducted by contractors. If inappropriate reading is found, certain penalty is going to be imposed.

<Transparency and accountability>

Before introducing the system, the Power Development Board could not handle complains from its customers in a timely manner, because the Board staff needed to visit the sites and check the meters again. The snap shot system enables the Board to handle complains by checking the picture of the meter taken.

<Improvement of public service>

Accuracy of meter reading has increased, so the customers have less chance to receive a wrongly calculated bill. The customers have sufficient time to pay the bill after receiving it, because the Power Development Board managed to shorten the duration between reading a meter and send a bill.

<Improvement of operational efficiency>

The business process remains as it was, as the meter is also checked visually by the inspector, as well as by snap shot. However, accuracy of meter reading made it possible to reduce the number of complains form the users and increase the amount of revenue. By uploading the snap shots taken in the server, any officers of the Board check the progress of meter reading.

(4) Good practice seminar

A good practice seminar was held in October 2015 to share good practices conducted by government officials and assess the progress of the whole NIS. The chief special guests were as follows: Dr. Gowher Rizvi, International Affairs Adviser to the Prime Minister; H.E. Mr. Masato Watanabe, Ambassador Extraordinary and Plenipotentiary, Embassy of Japan; and Mr. Mikio Hataeda, Chief Representative, JICA Bangladesh Office. As mentioned above, not only government officials but also representatives of non-state institutions participated in the seminar. The event attracted approximately 300 participants.

The seminar started with a good practice video, followed by presentations of good practices. Then representatives of NGOs, the media, and government officials discussed how national integrity is to be achieved by referring to the good practices. In the end, the floor was opened for discussion (Details are shown in Appendix 34).

The second good practice seminar was held in November 2016. It was planned to organize a big scale

event as same as the one in 2015. However, by considering the security measures introduced by JICA after the terrorism incident in July, the NIIU and the project decided to scale down the event. Senior officers and the IFPs of 59 ministries, divisions and the selected organizations as well as the Cabinet Division officers were invited, and the results of the good practice survey, progress of the whole NIS implementation were presented and the participants discussed actions to be taken to promote the NIS implementation. The details of the seminar are show in Appendix 35. It is noted that senior officers were invited to the seminar as an alternative event for the seminar for senior officers that was not held during the project period.

#### 3.3.4.2. Issues

The NIS logo design was finalized in January 2017 and PR materials using the NIS logo such as pin badges, stickers were produced. However, the project could not follow the delivery of the materials, as all the project activities in Bangladesh were to be completed by the end of January 2017. During the NIIU meeting on January 16, the Cabinet Division and the project discussed how to utilize those PR materials.

### 3.4. Activities related to Output 3 “The preventive capacity of Anti-Corruption Commission (ACC) as mentioned in NIS and stipulated in ACC Act is strengthened”

#### 3.4.1. Implemented activities

Anti-corruption measures consist of measures related to the prevention, investigation and prosecution of corruption. This project focuses on activities related to corruption prevention. The ACC recognizes the importance of pressure from citizens to prevent corruption and has taken several measures: Establishment of Corruption Prevention Committees all over the country and Integrity Unit in schools, holding public hearings, and conducting PR activities. The project promotes collaboration between ministries, including the Cabinet Division and the ACC, to take effective measures for the prevention. By contrast, there is room for cooperation between these organizations, but they would face a conflict of interest if a civil servant becomes involved in corruption because the ACC is supposed to investigate these ministries. In the first place, the ACC is an independent institution established under the president. The project decided to take a careful approach considering the complex nature of their relationship. The project first held meetings with the commissioner and officials in charge of corruption prevention in the ACC in order to explain the intention of the project as well as to gain an understanding of their activities. The first meeting between the Cabinet Division and the ACC was held in late December 2014. In the meeting, the parties agreed upon future cooperation on corruption prevention. Representatives of the ACC became members of the NIIU meeting.



Specific collaborative activities conducted are as follows:

- The NIS training courses in January/February in 2015 and 2016 included lectures on corruption prevention, which were given by the ACC commissioner. The lectures focused on the concept of anti-corruption and corruption prevention;
- In April 2015, the ACC hosted an FPWS on corruption prevention. Participants discussed the role of FP in preventing corruption (Appendix 12);
- As a result of the workshop, the parties agreed to formulate rules and regulations for the Whistle Blowers' Protection Act. The ACC has drafted the document, which is now under review by the Cabinet Division;
- In May 2016, another FPWS was organized by the ACC for the purpose of corruption prevention. The concept of Business Process Reengineering (BPR) was introduced and the IFPs discussed how to apply BPR to prevent corruption in their organizations (Appendix 17); and
- The project provided its support to 10 public hearings all over the country that were organized by the ACC. A public hearing is an event in which any citizen can participate and raise a question about public services. The Cabinet Division announced the instruction for the government institutions to hold a public hearing in June 2014. The public hearings organized by the ACC aimed to improve public services and diminish the room for corruption by accepting complaints about public services. The public hearings attracted the attention of the media and many articles were found in the newspapers as well as on the TV news the following day.

### 3.4.2. Issues

The Cabinet Division reviewed and forwarded the draft rule of the Whistle Blowers' Protection Act to the Legislative and Parliamentary Division and the division has already approved it. The Cabinet Secretary requested the NIIU to submit the rule to the Prime Minister during the Project Steering Committee meeting on Jan 17, 2017. The Cabinet Division is also expected to announce an instruction to explain how to implement the rule soon.

### 3.5. Other activities

#### (1) Discussion with development partners

In March 2015, the former deputy project director (Deputy Secretary) presented the concept, contents and progress of the NIS in the Anti-Corruption Task Team Meeting, whose members are development partners. In August, the project organized a lecture on Annual Performance Agreement and the NIS for JICA Bangladesh Office officials and JICA experts. The former deputy project director did presentation on APA and NIS and discussion with the Japanese participants.

## (2) Baseline Survey, End-line Survey

The project conducted a baseline survey just after it commenced to assess the perception of central government officials and citizens. The project conducted a similar survey in July/August 2016 to evaluate the impact of the project. Those surveys were contracted out to a single Bangladeshi consulting firm.

### 1) Objective of the surveys

Both surveys had two components: one for central government officials, and one for citizens. These components had different purposes. The former aimed to assess the understanding of the NIS among officials and the awareness of government's good governance and anti-corruption measures. The latter aimed to estimate citizens' awareness of the NIS as well as their trust of state institutions and of government's initiatives of good governance and anti-corruption.

The baseline survey also focused on how civil servants get to know a government policy and what channel is used by citizens to gain policy information. The results were used when the project considered how NIS could be disseminated to government officials and citizens.

### 2) Survey method

The survey of government officials interviewed 120 selected senior officials, who were either Joint Secretaries or Deputy Secretaries. The reason for choosing these senior officials was that their understanding of the NIS was essential in promoting NIS activities in state institutions. It is noted that Additional Secretaries were also selected when the end-line survey was conducted, as some of the Joint Secretaries were recently promoted to Additional Secretaries, although their roles and duties remained the same as before. The Cabinet Division sent request letters to target agencies, which selected officials to be interviewed. The IFPs were excluded from the survey because they should have a high level of knowledge on the NIS.

For the survey targeting the public, 400 samples were collected from urban and rural areas. Two districts each from two divisions were selected, and from each district two upazilas were chosen: thus eight upazilas in total were selected. The survey selected two unions from each upazila (i.e. total of 16 unions), and 25 people were interviewed from each union. Samples of each union were chosen proportional to the job categories elaborated by the labour force survey in 2013.

### 3) Main findings of the surveys

It cannot simply compare the results of the baseline survey to those of the end-line survey, as the

sampling method was different. Main finding of both surveys are as follows.

### 3-1) Findings of the surveys for government officials

#### i. Survey on perception of NIS

##### **Perception of NIS**

97.4% of the interviewed officials answered that they know the NIS and 98.3 % at the end-line survey. These percentages were much higher than expected, but it should be noted that some ministries may have deliberately selected officials to be interviewed who were more conversant with the NIS than others. Among those who knew the NIS, 72.7% have read the NIS at the baseline survey and 85.6% at the end-line survey. The increase of the officials who have read the NIS may have been influenced by the PR activities conducted by Ethics Committees of the concerned institutions.

##### **Sources of their knowledge about the NIS**

Interviewees who knew the NIS were asked how they came to know the NIS. At the baseline survey 38.2% said they first learned about the NIS from an awareness raising meeting in their institutions. Other sources included 37.3% from official circular, 27.3% from regular meetings in their institutions, and 21.8% from informal discussion with their colleagues. Result of the end-line survey shows 60.8% said they learned NIS from an awareness raising meeting in their institutions. The increase from 38.2% to 60.8% may be the result of a series of NIS-related meetings at ministries and/or divisions.

##### **Level of understanding on the contents of the NIS**

The officials were asked to self-evaluate their understanding of the NIS. Among them at the baseline survey, 14.6% rated their understanding as 'very good', 43.6% as 'good'. At the end-line survey, the ratings were 11.9% and 48.3%, respectively. Sensitization events conducted by the concerned institutions may have contributed to the slight increase of the level of understanding.

##### **Level of understanding on the NIS implementation structure**

Interviewees who knew the NIS were asked whether they knew Integrity Focal Point in their organizations. The vast majority of them (92.8%) replied in the affirmative. Those who knew the Ethics Committee and its members accounted for 74.6% and 67.3%. Results of the end-line survey show that 94.9% of them knew their IFPs, 89.2% knew the Ethics Committee, and 85.0% knew its members. Higher recognition of the IFPs may have been achieved due to activities carried out by the IFPs themselves in their institutions.

##### **Activities to disseminate the NIS**

During the baseline survey, the officials were asked about their ideas on NIS-related PR activities in

their respective organizations that were undertaken in the past one year. In response, the majority of respondents (48.2%) stated that awareness raising meetings. Others (27.3%) answered that they did not know anything about such activities. Results of the end-line survey were 85.8% and 8.3%, respectively. The improvement of figures came from NIS-related activities conducted over the past two years.

### **Perceived challenges in NIS implementation**

Concerning challenges in NIS implementation, both ‘Traditional mindset of officers and staff’ and ‘Lack of monitoring and training’ were pointed out by 26.4% of the respondents, respectively in the baseline survey. Both answers accounted for 30.0% in the end-line survey. In the surveys, the officers were not asked what kind of traditional mindset, however, some intellectuals mention that some officers do not recognize their roles as a servant for public and tend to act negatively against good governance initiatives such as information disclosure. Such mindset, which is against the principle of the NIS, is expected to be changed by promoting NIS at all ministries, divisions, and the selected organizations.

### **Motivation**

The officials were asked to rate their motivation in realizing the NIS. In the baseline survey, 21.8% of the officials rated their motivation as ‘very high’, 39.1% ‘high’. Results of the end-line survey were 18.6% and 46.6%, respectively.

#### ii) Perception of integrity and corruption in government agencies

The interviewed officials perceived the situation on administrative service as follows:

- 28.32% of the respondents recognized that public service delivery may favour a particular person or persons with whom she or he has a relationship based on regionalism, friendship, kinship, religious or political affiliation, while 24.78% disagreed. In the end-line survey, 48.3% admitted existence favouritism, while 28.3% denied it;
- The officials were asked whether they agree or disagree that the staff or officials of their respective agencies involved in public service delivery do abuse their authority by illegal or undue mediation or solicitation, or exertion of pressure while providing the services. 15.0% of the respondents agreed while 43.4% disagreed. Results of the end-line survey were 35.8% and 46.7%, respectively;
- The officials were asked if they agree or disagree that the staff or officials of their institutions involved in public service delivery ignore the public interest to pursue private interest in an unlawful or unjust manner while providing the services. Only 8.9% of the respondents agreed, while a majority (58.4%) disagreed. In the end-line survey, 28.1% agreed, while 52.4%

disagreed; and

- The officials were asked whether they agree or disagree that the government has adequate corruption prevention measures and mechanisms. A majority of the respondents (61.0%) agreed while only 14.2% disagreed. Results of the end-line survey were 89.0% and 5.9%, respectively.

Based on the results of the surveys, the officials can be categorized as shown in Figure 3-2, from two points of view: whether they are aware of corruption and malpractices and whether they agree on the government's measures to prevent corruption. One group consists of officers who are conscious of the existence of corruption and malpractices and are positive about the government's measures. It is highly likely that they are going to participate in activities to prevent corruption. The results of the baseline and end-line surveys show that this group has been expanding. This is a positive factor to promote the NIS related activities. The government needs to take an action to promote the NIS implementation before this group feels disappointed. Otherwise, the officers may move to the left side: the group that is cynical about the government measures.

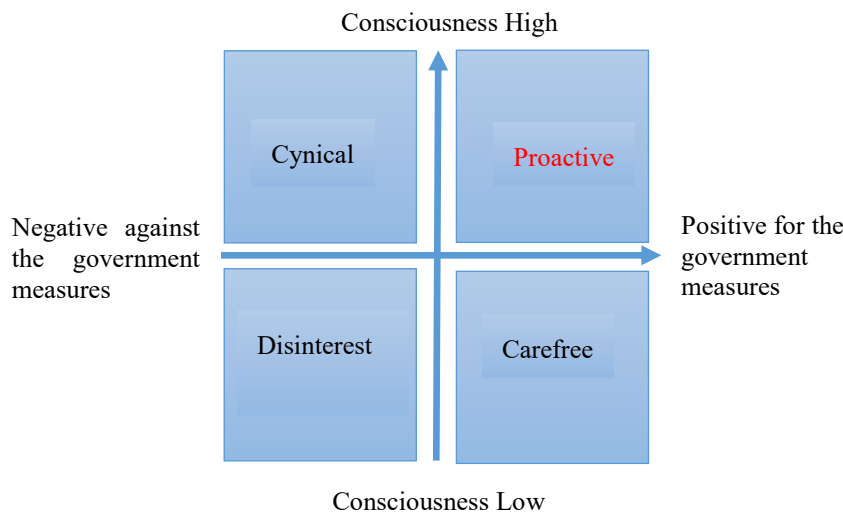


Figure 3-2 Grouping among officers in terms of consciousness of corruption and attitude to the government measures

### 3-2) Findings of the baseline and end-line surveys for the general public

The respondents were asked if they knew the NIS; only 5% replied in the affirmative at the baseline survey, compared with 81.0% at the end-line survey. Interviewees who knew the NIS were asked how they came to do so; 52.5% said they first learned about the NIS through media, 26.8% learned from meetings in institutions they belong to, and 26.3% from awareness meetings at their upazilas. Results cannot simply be compared because the sampling method of the end-line survey was different from

that of the baseline. However, it cannot be denied that the PR activities of the NIS outside Dhaka—such as the NIS seminars at districts and their media coverage—have contributed to higher recognition of the NIS among the public.

The results of the public perception on the integrity and corruption of state institutions are as follows:

- The existence of favouritism was confirmed by 78.5% of respondents in the baseline survey, compared with 84.2% in the end-line survey;
- The respondents were asked if the civil servants abuse their power in an illegal or inappropriate manner. A majority of the respondents (73.8%) agreed in the baseline survey that the service providers do abuse their authority; the score was 81.8% in the end-line survey; and
- The respondents were asked whether public servants ignore the public interest to pursue private interest in an unlawful or unjust manner. Those who answered yes accounted for 74.5% and 82.0% in the baseline and end-line surveys, respectively.

At the end-line-survey confirmed the perception of integrity among the general public.

- The respondents were asked what integrity means for them. 54.2% of the interviewees answered “honesty” and “Caring/Empathy” followed (26.0%). The respondent who answered “Diligence” was rather minor (3.8%). 36.8% of them said all of three were integrity.
- When they were asked “When and how do they exercise integrity in their daily life”, majority of them (75.8%) said that they exercise honesty and integrity in personal and professional life. 29.8% of them said they remain respectful to religious and social norms and practices, 24.3% said they perform official duties with honesty and responsibility, and 21.75% said they give honest and proper advice to the family members.
- The respondents were asked about what promote them to exercise integrity in their lives. Majority of the respondents (61.0%) said that “family bondage and family teaching” promotes them to exercise integrity in their life; 36.3% respondents spoke of “Religious norms and practices”; 32.8% spoke of “self-consciousness and moral values”.
- The respondents replied that they cannot always exercise integrity in their daily lives even though they want to do so, because of a variety of reasons. The most notable reasons that prevent them from exercising integrity in their lives are “obstacles created by influential persons and terrorists (56.50%)”, “lack of ethics in society (26.50%)”, and “political pressure and influence (16.75%)”.

The baseline survey also measured the level of trust on public organizations among the general public.

- The respondents were asked to rate the competence of public servants providing services.

Only 21.75% of the respondents considered the public servants as ‘competent’, while 34.3% considered them as ‘not competent’.

- The public were asked to rate the quality of services provided by various public service holders, on a scale of 1 to 5, where 1 means ‘quite low’ and 5 means ‘quite high’. Only the following percentages of the respondents rated the quality of the services of the respective categories of officials as ‘high’: 26.00%, ministry officers; 37.00%, frontline officers; 6.50%, law enforcement agencies; and 27.00%, parliamentarians.
- The public was asked to rate their trust or confidence toward different state and non-state institutions on the basis of their performance, competence, honesty or integrity and dedication. The most trusted institution is educational institutions (59.3%) followed by NGOs (49.5%) and the media (46.8%). By contrast, only 24.5% trusts the executive organs, and the figure is even lower for the ACC (16.3%) and the law enforcement agencies (6.3%). 20.3% trusts the judiciary. Also, 63.3% answered that no proper penalty is given to public servants who commit corruption.
- The public regards law enforcement agencies or the police as the most corrupt public offices (87.8%), followed by land office and sub-registry office (85.5%). Also, public hospitals (51.8%), educational institutions and office (31.5%), and the judiciary (30.3%) are considered corrupt among the public.

### (3) Project Steering Committee, Joint Coordination Committee

After the government approval of the project, the Joint Coordination Committee (JCC) was held on 26 August 2015. The Project Steering Committee (PSC) was held simultaneously. The discussions in the committees covered promotion of the NIS among education institutions, firm implementation of the GRS and the Whistle Blowers’ Protection Act, effective monitoring of the NIS and proactive information disclosure through the Internet and other media. It was also decided to hold the Project Implementation Committee every quarter. The detailed discussions are found in Appendix 36.

The second PSC meeting was held in April 2016 and the second JCC meeting in June 2016. On both occasions, the Cabinet Division and JICA monitored the progress of project activities, the issues remaining, and the actions to take before the end of the project period. In the JCC meeting, both sides exchange ideas on the framework of the second phase of the project. The detailed discussions in the JCC meeting are found in Appendix 37.

The third PSC meeting and JCC meeting were held in January 2017 respectively to wrap up the project activities. Progress of activities was confirmed and the achievement level was assessed. Framework of the second phase of the project was also discussed in both meetings. The detailed discussions are

found in Appendix 38.

### 3.6. Current progress of activities in PDM

Table 3-9 summarizes the activities in the PDM. All the activities have already commenced.

Table 3-9 Progress and Future Plan of activities in PDM

Activities on PDM		Progress to date
Activity 1-1	The Cabinet Division instructs and monitors ministries, divisions, and other related state-institutions to hold the ethics committee meetings periodically.	NIS Work Plans formulated by the respective institutions include regular holding of the Ethics Committee. Results of the quarterly monitoring show that approximately 87% of institutions held the Ethics Committee meeting regularly in 2015/16.
Activity 1-2	Progress of NIS work plans of ministries/divisions/others are discussed in the Focal Points Meeting, and common features of the ethics committees are identified.	Focal Point Workshop was held regularly to discuss the progress of NIS Work Plans.
Activity 1-3	The Cabinet Division sets guidance to NIS work plans for ministries/divisions/others through the discussions in the Focal Points Meetings.	The Cabinet Division developed the SOPs of ethic committee as a guideline on formulation of NIS Work Plan. The Cabinet Division conducted a training session on the formulation of NIS Work Plan in January/February 2015. It also provided technical assistance during FPWS of March 2015
Activity 1-4	The Cabinet Division strengthens the NIS implementation framework for ministries/divisions, and develops a roadmap towards the NIS implementation.	A roadmap was drafted through consultation meetings with ministries and divisions, but not finalized yet.
Activity 2-1	State-institutions implement their NIS work plan respectively.	It is currently being implemented.
Activity 2-2	The Cabinet Division monitors the progress of NIS work plan by each ministry/division/others.	The Cabinet Division has been reviewing the overall progress of the NIS based on the result of quarterly monitoring of respective institutions.
Activity 2-3	The Cabinet Division periodically holds necessary workshops/seminars for dissemination of the progress of NIS implementation framework and NIS work plans to raise awareness of NIS among staff members of state-institutions, including division and district level officers.	The seminars and workshops were organized in and outside Dhaka.
Activity 2-4	The Cabinet Division organizes necessary training programs on NIS implementation and good governance for ministries/divisions, including the Anti-Corruption Commission, division offices, districts offices, and other organizations.	The training was provided to IFCs and Cabinet Division officers in 2015 and 2016.
Activity 2-5	The Cabinet Division collects good practices of NIS work plans, and periodically publishes the NIS implementation reports with these good practices and progress of the work plans to raise awareness of NIS in the country.	Research on good practices survey was conducted in 2015 and 2016 respectively. The project produced video of good practices in 2015 and 2016, and disseminated them to all divisions.
Activity 2-6	The Cabinet Division (i) enhances dialogues with the public, national and international academia, and donor agencies, (ii) collects research outputs on national integrity issues for the further promotion of NIS among state- and non-state-institutions, and (iii) conducts research on governance.	Seminars/workshops were held for NGOs, media, the private sector, educational institutions. The project also conducted a presentation in the meeting with development partners, discussions with JICA experts in the governance sector, and Japanese intellectuals.



<b>Activities on PDM</b>		<b>Progress to date</b>
Activity 3-1	ACC develops measures for prevention of anti-corruption and malpractice in close collaboration with the Cabinet Division.	The Cabinet Division and the ACC have been trying to enact Whistler Blowers' Protection. The ACC organized 10 public hearings, in collaboration with the Cabinet Division to prevent corruption.
Activity 3-2	ACC organizes necessary training programs to promote anti-corruption and malpractice measures for the Focal Points of ministries/divisions and other organisations.	In the NIS Training in 2015 and 2016, the ACC gave lectures on anti-corruption. The ACC organized FPWS in 2015 and 2016.
Activity 3-3	ACC helps the Cabinet Division develop guidelines of the grievance system, and the roles of Ethics Committee for the prevention measures of corruption.	As mentioned above, the ACC and the Cabinet Division have been trying to enact Whistler Blowers' Protection. The ACC promotes Business Process Reengineering through Ethics Committees and IFPs to prevent corruption

## 4. Status of achievement of indicators

### 4.1. Achievement level of project purpose and outputs

Table 4-1 shows the achievement level of project purpose and outputs.

Table 4-1 Progress and Expected Results on Indicators

Indicators		Status of achievement
<b>Indicators on Project Purpose</b>		
1	The proportion of target state institutions which formulate NIS Work Plan and monitor and review planned activities.	NIS Work Plans for 2015/16 were formulated by 91.5% of ministries and divisions. The submission rate of the fourth quarterly monitoring report was 71.2%. Based on monitoring results, all ministries and divisions formulated NIS Work Plans for 2016/17. The PDCA cycle has been established to some extent.
2	NIIU reports the progress of NIS to the Executive Committee twice a year.	The project drafted monitoring reports in April and October 2016, but these are not finalized. The reporting to the Executive Committee has not been conducted, because the Executive Committee meeting has not been held since September 2013. This indicator is not realized yet.
<b>Indicators on Outputs</b>		
Indicators related to Output 1		
1	More than 90% of target state institutions formulate NIS Work Plan.	An NIS Work Plan for 2015/16 has been formulated for 54 out of 59 ministries and divisions (91.5%). All of them have formulated an NIS Work Plan for 2016/17.
2	Number of ministries/ division/ organizations that organized regular Ethics Committee	The NIS Work Plans of many ministries and divisions specify regular Ethics Committee meetings. According to the fourth quarter monitoring report, 66.1% of them held the Ethics Committee meeting as planned.
3	More than 90% of Integrity Focal Points participate in workshops.	Excluding the FPWS in April 2016, more than 90% of IFPs participated in FPWSs.
Indicators related to Output 2		
4	Proportion of implemented plan among all NIS Work Plans.	According to the results of quarterly monitoring, all the institutions have implemented activities listed in NIS WP to some extent.
5	Number of produced NIS implementation reports	The project drafted monitoring reports in April, July and September 2016.
6	Proportion of officers of target state institutions who are aware of NIS	According to the end-line survey, most officers higher ranked than Deputy Secretary know the NIS.
Indicators related to Output 3		
7	Number of corruption prevention measures taken by ACC	ACC provided lectures to IFPs to raise their knowledge of corruption. ACC promotes Whistle Blowers' Protection. Ten public hearings were held all over the country for corruption prevention purpose.

## 4.2. Recommendation to achieve the overall goal

To achieve the overall goals of the project “Accountability among state-institutions is increased” in the future, vertical accountability between the public administration and citizens needs to be enforced, because the achievement level of the overall goal is going to be measured by how trust in state-institutions among citizens increases.

The Bangladesh government has been introduced several measures to increase its accountability, such as right to information, grievance redress system, public hearing. However, their effectiveness has not been fully realized. To increase vertical accountability, the government needs to enhance those measures for accountability and extend the measures to local level. If citizens feel the improvement of public services by those measures for accountability their trust in the government would increase. It should be noted that the government does not need to introduce a new measure, but enact the existing measures.

## 5. Achievement of the Project, Promoting and Negative Factors for Project Implementation

This chapter confirms the achievements of the project, excluding the framework of project design matrix. Factors that promoted and/or prevented the achievement are also described.

### 5.1. Achievement of the project and issues remaining

The major achievements of the project are as follows: i) the image of the NIS implementation became clear; ii) the implementation structure and system for NIS are being established; iii) acknowledgement of the NIS among government officials and the public is improving; iv) cooperation among the Cabinet Division, ministries and/or divisions, and the ACC has started; and v) knowledge and skills among the Cabinet Division officials and IFPs have increased. On the other hand, several issues still remain.

#### (1) The image of the NIS implementation became clear

At first, the concept of integrity is not easy to understand. In addition, the NIS listed many actions. Thus, stakeholders, including the Cabinet Division officials, did not have a clear idea of what to do, and how to increase national integrity. Before JICA started its support, no specific activity had been conducted, besides announcing the guideline on the establishment of the Ethics Committee.

As part of the activities related to NIS planning, the NIIU officials and IFPs identified the necessary activities to promote the NIS implementation. The IFPs managed to get an idea of how to increase the integrity of their institutions while formulating the NIS Work Plan by referring to the SOPs of the Ethics Committee and implementing the activities listed in the NIS Work Plan

It should be noted that the project aimed at promoting the NIS implementation, not at implementing the actions listed in the NIS. Actual implementation of the NIS remains an issue and increase of national integrity is not visible. Sceptical voices against the NIS may be heard if tangible results of the NIS are not produced in a timely manner. Implementation of Grievance Redress System is one example of NIS implementation. Some progress has been realized such as establishment of online system, development of manuals. However, there is some room to improve. As mentioned in 3.3.3.2, the project proposed training for GRS implementation. However, the project could not identify real needs for the GRS training after a series of discussions with the Cabinet Division. It is expected to discuss what kind of activities are necessary to promote the NIS implementation.

#### (2) The implementation structure and system for NIS implementation are being established

The NIIU in the Cabinet Division and the Ethics Committees in ministries, divisions, and the selected organizations were established to implement the NIS. The Chair of the Ethics Committee is normally

a high-ranking official such as the Secretary of an institution. One of the members of the Ethics Committee is appointed as the IFP. The NIIU and Ethics Committees are linked through the IFPs.

However, capacity of the NIIU is not enough to implement all the tasks, as the unit consists of only three officials. They also have other tasks besides the NIS-related activities. As mentioned above, it was decided that other officials of the Coordination and Reforms Unit of the Cabinet Division are involved in the NIS-related activities, but this has not fully been realised yet.

The implementation structure of the NIS outside Dhaka is another issue. Under the project, the activity to establish a local implementation structure of the NIS was restricted to holding district NIS seminars where the officials of the Cabinet Division explained the concept and contents of the NIS to local government officials, representatives of NGOs, the media, the private sector, educational institutions, and local politicians.

Dissemination of the NIS to departments was also outside the project scope. The project was responsible to promote NIS implementation at the central ministries and divisions, who were supposed to instruct their departments to promote the NIS implementation. Without active involvement of the departments and their field offices in NIS-related activities, tangible results such as realizing integrity through improvement of public services would not be achieved. On the other hand, it should be noted that the Cabinet Division cannot intervene in the matters of departments under ministries and divisions.

Another issue is activation of the NIAC and its Executive Committee. Both of them have not held the second meetings. Regarding the implementation system, the PDCA cycle for NIS implementation is being established, though the reporting system from the NIIU to the Executive Committee is not functioning.

The NIS implementation system and the APA system are well linked: formulation and implementation of the NIS Work Plan are compulsory items of the APA. If one ministry formulates an NIS Work Plan and implements it properly, the ministry would be able to gain two points. If the ministry fails, no point would be provided. It means that the evaluation results of the APA would be negatively affected if ministries failed to conduct the NIS-related activities. Incentives to implement the NIS-related activities are institutionalized for ministries.

On the other hand, remaining issues are sensitization of senior officials such as the Secretaries of ministries. The IFPs sometimes requested the NIIU to organize a seminar to sensitize their senior officials, because they would not be able to take action to promote the NIS without senior officials'

support, especially of the Secretaries. As mentioned above, the project did not organize a seminar for senior officials. The Cabinet Division would be able to do so even after the project period by holding one secretaries' meeting to discuss the NIS. A good example is the APA's implementation system. The Secretaries are highly motivated to implement the APA, because they sign the Memorandum of Understanding with the Cabinet Secretary in front of the Prime Minister.

(3) NIS is more acknowledged by government officials and the public

Results of the end-line survey show that recognition of the NIS is high among government officials and is increasing among the public. Seminars and workshops for non-state institutions and NIS seminars in some districts seem to increase the recognition of the NIS.

The project has been focusing on the first two stages of the PR strategy: PR to increase awareness and understanding of government officers on their NIS responsibilities, as well as the overall picture of the NIS and PR to increase public awareness of NIS initiatives by governmental officers. PR activity to increase public awareness and understanding of the roles and responsibilities of the public for realizing the NIS and promoting values of integrity in the society remain an issue.

(4) Cooperation among the Cabinet Division, ministries and/or divisions and the ACC has started

As mentioned above, there is room for cooperation between the Cabinet Division and the ACC; however, they would face a conflict of interest if a civil servant becomes involved in corruption because the ACC is supposed to investigate these ministries. In the first place, the ACC is an independent institution established under the president. The project tried to play a role as a catalyst between the Cabinet Division and the ACC. Representatives of the ACC participate in the NIIU meeting. In cooperation with the Cabinet Division, the ACC organized the FPWS twice while giving lectures of corruption prevention to IFPs during the NIS training in 2015 and 2016. Governance instruments such as whistle blowers' protection, public hearings, and BPR have been introduced to prevent corruption. However, these instruments are not yet fully effective.

(5) Knowledge and skills among the Cabinet Division officials and IFPs have increased

Many policies have been left unimplemented in Bangladesh. While conducting project activities, the NIIU officials and the IFPs are expected to start understanding what kind of measures are needed to implement policies and strategies. For instance, formulation of guidelines and SOPs, development of a template, provision of training, and continuous monitoring are indispensable to promote the implementation. They have also increased their knowledge and skills of planning and monitoring through formulating an NIS Work Plan and conducting quarterly monitoring.

## 5.2. Factors to promote project implementation

The smooth implementation of the project can be partly attributed to firm support from the Cabinet Secretary, the Secretary (Coordination and Reforms), and other senior officials of the Cabinet Division, ministries, and divisions. The former Cabinet Secretary, with his strong leadership, played a significant role in formulating the NIS, and the present Cabinet Secretary also shows his willingness to promote the NIS. Despite his tight schedule, he spared much time in attending a series of NIS seminars and workshops throughout the programmes. Likewise, the former and present Secretary (Coordination and Reforms) usually attended NIS-related events. In addition, the project gained support from the secretaries of other ministries and divisions that are related to project activities. For example, the project gained the necessary assistance from the BCSAA in organizing the training through its administrative authority, i.e. the MOPA. In addition, the Secretary of the Ministry of Information, the Director General of the NGO Affairs Bureau, the Chairman of the NBR, and the Secretary of the Ministry of Education supported the project by organizing the events.

Another positive factor for project implementation is the Annual Performance Agreement (APA), which is implemented by the Coordination and Reforms Wing of the Cabinet Division. Under this system, ministries have to set annual goals in consultation with the Cabinet Division. Signing of the Memorandum of Understanding for APA by both parties means that ministries have to commit to implementing activities to achieve the set goals. The APA includes indicators to evaluate the achievement of goals. The annual goals consist of common and institution-specific goals; the former includes the formulation and implementation of NIS Work Plans. If a ministry does not formulate or implement the NIS Work Plan, points will be deducted in the APA. While the NIS has no penalty for non-performance, the APA evaluates the performance of institutions by scoring. The inclusion of the NIS in the APA is expected to increase the awareness on the NIS among stakeholders promoting its implementation.

Major personnel transfer occurred during the project period. The former Cabinet Secretary left the position in October 2015, followed by the Secretary (Coordination and Reforms) retiring in December, and the Deputy Secretary (Deputy Project Director) simultaneously taking leave of absence. Such transfers might have impacted negatively on project implementation. However, the present Cabinet Secretary, the Secretary (Coordination and Reforms), and the Deputy Secretary have been as actively involved in project activities as their predecessors. One of the factors to overcome during personnel transfer of such a large scale was that the project organized events for the newly appointed Cabinet Secretary and the Secretary (Coordination and Reforms), respectively. One FPWS was held in November 2016 and the progress of the NIS implementation was confirmed in front of the Cabinet Secretary. The project also held the NIIU meeting in December for the Secretary to discuss the

progress and remaining tasks. Such events made it possible to sensitize both the Cabinet Secretary and the Secretary (Coordination and Reforms). Overcoming the personnel transfer was the factor that promoted project implementation.

### 5.3. Factors to prevent smooth project implementation

The Coordination and Reforms Wing of the Cabinet Division is intensely occupied with the implementation of the APA and the NIS. The Additional Secretary and the Deputy Secretary of the NIIU are also in charge of the APA, and likewise other members of the Wing have tasks other than NIS implementation. The same administrators of the two projects enable synergies between the two, as mentioned above. However, it also means that they could spare less time for the NIS when they are occupied with the APA.

Frequent transfers of IFPs could have a negative impact on the implementation of project activities. As mentioned in section 3-5-3, a significant number of IFPs who participated in NIS training in 2015 have been transferred. Such personnel changes are beyond the project's control, and hence the project can only accept it and take measures to increase the capacity of newly appointed IFPs, such as by provision of three days of additional training in 2016. Another idea is to appoint one substitute official for IFP at each institution and let two officials work together for NIS promotion. However, it means that the Cabinet Division and the project need to increase their inputs, as the number of target officials for training courses and seminars and/or workshops would double. Careful consideration would be necessary before appointing substitute officials for IFPs.

The non-performing Executive Committee was another factor that prevented the smooth implementation of the project and lowered its achievement level. The PDCA cycle of NIS implementation would not be established if the NIIU does not report progress to the Executive Committee.



## 6. Proposal for further progress of the NIS

Here is a summary of the issues described in Chapter 5:

- Beyond promoting the NIS implementation, tangible results need to be produced;
- Disseminate the NIS to sectors and locals; and
- PR of NIS to the general public must take place.

Among the above, the first and second issues are related. It is indispensable to implement the NIS at the sector and local levels to achieve good governance, prevent corruption, and deliver better public service. Almost three years have passed since the approval of the NIS. It is time to produce tangible results soon; otherwise, some cynical and sceptical voice would be heard against the NIS. By considering the above issues, the project proposes the following principles for further development of the NIS.

### (1) Establish an accountability system to produce tangible results

It is necessary to show what would happen by implementing the NIS, and thus answer the sceptical question ‘NIS, so what?’ Results of the end-line survey shows that both the officers and general public have become aware of corruption. If tangible results are shown, they would support the NIS related activities. If not, they would become cynical against the NIS.

The next project should aim to reduce corruption and provide effective and efficient public services by enhancing accountability of the public sector. However, it should be noted that, if the next project works with the Cabinet Division as the counterpart organization, it would not easily improve public service in itself, because this is beyond the mandate of the Cabinet Division. The Cabinet Division cannot approach directly to the departments and their field offices who provide public service to citizens. To improve public services, the next project should consider, together with the Cabinet Division, how to conduct a training on promotion of NIS implementation for the officers who provide public services.

### (2) Further strengthening the PDCA cycle of NIS implementation

The project has established the PDCA cycle of NIS implementation among the NIIU and IFPs. However, the Executive Committee is not a part of the cycle, as the Executive Committee was not held during the project period. To strengthen the cycle further, the coordination between the Executive Committee and the NIIU needs to be established. The Cabinet Division may find it difficult to approach the Chair of the Executive Committee who is the Finance Minister and request the Chair to

hold a meeting, as this is a political matter as well. Political commitment to NIS is another issue to strengthen the NIS implementation system.

Increase of the quality of the PDCA cycle is also needed. The PDCA cycle within ministries, divisions, and the selected organizations is to be strengthened. Their NIS work plans are formulated and discussed not only by the IFPs but also by the Ethics Committees' members. Under the initiative of the Chair of the Ethics Committee, adequate monitoring activities are conducted and necessary measures are introduced when there is discrepancy between plan and actual progress. To do that, sensitizations of the senior officials such as the Secretaries of ministries and divisions is needed to encourage them to work for the NIS implementation. Sensitization seminar for the senior officials is one idea, but also the signing the Memorandum of Understanding for the NIS Work Plan between the Cabinet Secretary and the Secretaries, which was already introduced for the APA, could be effective.

### (3) Promote the NIS activities to sectors and locals

To establish the accountability system to reduce corruption and provide better public services, the next project would need to go beyond ministries and divisions, and approach departments and their field offices. The Cabinet Division cannot approach departments by bypassing their parent ministries and divisions; the project therefore needs to expand the NIS implementation system to sectors and locals through their parent ministries and divisions. The NIIU and the project shall request ministries and divisions to incorporate the NIS-related activities of their subordinate organizations into their NIS Work Plans and to monitor the progress of their activities by referring to monitoring sheets.

In parallel, the Deputy Commissioners and the Upazila Nirbahi Officers (UNO) would be able to promote and follow up on the NIS implementation inside their districts and upazilas. To do that, the NIIU needs to identify activities to be undertaken by the offices of the Deputy Commissioner and the UNO, and clarify their roles.

### (4) PR of NIS to the general public

As mentioned in Chapter 1, the NIS is not merely a collection of policies, but is aimed at social movement towards national integrity. All citizens are expected to understand the concept of the NIS and take necessary actions. To do that, the NIIU and the next project need to conduct PR activities to the public. The NIIU and the project should also explain the significance of Right to Information (RTI) and GRS to the public and encourage them to use the systems. This is a demand side approach to enact the RTI and GRS, and to increase accountability of the public sector.

### (5) Enact the existing governance-related measures

As mentioned above, the Bangladesh government has introduced several measures to increase its accountability such as RTI, GRS, public hearing, and Whistle Blowers' Protection, however, their implementation has not been fully realized. To do that, formulation of guideline to make the stakeholders understand how to implement the measures, development of template to reduce burdens among the stakeholders, sensitization of the stakeholders through seminars and workshops, provision of necessary knowledge and skills that enable the stakeholders to implement the measures through training are necessary. Continuous monitoring on the implementation status is also indispensable.

Major policies related to accountability are information disclosure, grievance redress system, public hearing, and whistle blower's protection system. For instance, to make grievance redress system more effective, the next project goes beyond ministries and divisions, and approach departments and their field offices.



**Appendix**

## Structure of the National Integrity Advisory Council

1. Prime Minister Chairperson

### Minister/ Advisor:

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

### Parliament Members:

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

### Heads of Constitutional and Statutory Institutions:

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

### Educationist, Civil Society and NGOs:

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

### Media:

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

**Private Sector:**

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

**Government Officers:**

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

Source: Bangladesh Gazette, issued on 5 December 2012

### **Structure of the Executive Committee of the National Integrity Advisory Council**

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

Source: Bangladesh Gazette, issued on 5 December 2012

## Appendix 3

Annex1 PDM

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

<sup>1</sup> The data is going to be gathered when the project starts.

<sup>2</sup> The data is going to be gathered when the project starts.

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



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

gpc

H B





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

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

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

## **Combined Report Summary of Workshop proceedings**

### **01. Background :**

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

### **02. Workshops- organizing and participation:**

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

### **03. Objectives of the Workshop:**

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

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

### **04. Thematic presentations:**

#### **(a) NIS implementation scenario:**

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

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

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

**(b) NIS support project :**

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

**(c) Open discussions:**

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

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



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

## **05. Group Discussions and recommendations:**

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

### **A. Work Procedures of Ethics Committees**

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



and the teams

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

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

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

**C. Identifying priorities for NIS implementation:**

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

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

O6. Concluding speech and remarks:

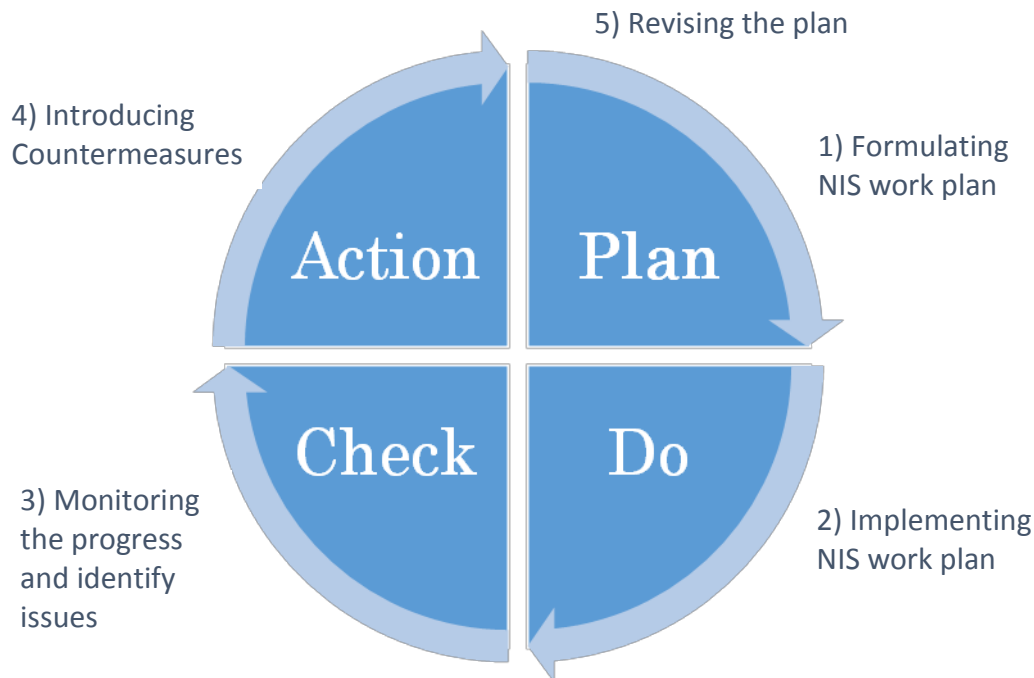
Each of the three Workshops ended up with concluding speech and remarks addressed to the Focal Points and other attending officials, by the Chairperson and the Chief Guest. Their speeches and remarks boil down to the following statements:

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

## STANDARD OPERAING PROCEDURE OF ETHICS COMMITTEE

### 1. Background

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



### 2. Purpose of SOP

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

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

expected to be incrementally improved.

### **3. Scope of SOP**

#### **3.1 Target users**

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

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

#### **3.2 When to use**

Those target users use the SOP especially:

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

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

### **4. Roles and Responsibilities**

#### **4.1. Ethics Committee**

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

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

#### **4.2. Integrity Focal Point**

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

#### **4.3. National Integrity Implementation Unit, Cabinet Division**

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

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

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

## **5. Operational Procedures**

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

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

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

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

<Role of Integrity Focal Point>

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

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

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

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

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

<Role of Integrity Focal Point>

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

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

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

### **Activity 3: Identify activities to be carried out**

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

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

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

*Ref) Work Breakdown Structure*

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

<Role of Integrity Focal Point>

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

### **Activity 4: Draft NIS work plan**

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

<Role of Integrity Focal Point>

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

**Activity 5: Finalise NIS work plan**

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

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

The finalised NIS workplan is submitted to the NIIU.

<Role of Integrity Focal Point>

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

**Activity 6: Submit NIS work plan**

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

<Role of Integrity Focal Point>

- Submit NIS work plan to the NIIU

**Activity 7: Revise NIS work plan**

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

<Role of Integrity Focal Point>

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

**Activity 8: Secure necessary budget**

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

<Role of Integrity Focal Point>

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

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

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

#### **Activity9: Formulate the monitoring plan**

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

<Role of Integrity Focal Point>

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

#### **Activity 10: Conduct monitoring**

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

<Role of Integrity Focal Point>

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

#### **Activity 11: Discuss the progress of NIS implementation**

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

<Role of Integrity Focal Point>

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

#### **Activity 12: Report the monitoring results to Cabinet Division**

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



<Role of Integrity Focal Point>

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

**Activity 13: Take actions based on the monitoring results**

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

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

<Role of Integrity Focal Point>

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

**5.4. Public Relations of NIS**

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

**Activity 14: Disseminate the NIS concept and contents**

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

<Role of Integrity Focal Point>

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

**Activity 15: Disseminate good practices**

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

<Role of Integrity Focal Point>

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

# Template NIS Work Plan

Ministry A

NIS Work Plan coming 12 months

Approved by  
date

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

Template NIS Work Plan\_Revised Ver.

## National Integrity Strategy Work Plan and Progress Monitoring Framework 2016-2017

Name of Ministry /Division/Organization

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

## WORKSHOP PROCEEDINGS

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

### **01. Commencement**

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

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

### **02. Presentation by NIIU**

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

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

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

### **03. Presentation on GRS**

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

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

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

#### 04. Open floor Comments/ Inputs by Participants

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

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

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

#### **05. The intermittent comments/ responses by the Chairperson**

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

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



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

## **06. Group Presentations and observations**

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

### 06.1. Observations by Group-A for:

#### i) WP of Bridge Division

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

#### ii) WP of Energy and Mineral Resources Division

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

### 06.2. Observations by Group-B for:

#### i) WP of M/O Commerce

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

#### ii) WP of M/O Information

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

- Performance Indicator is not mentioned

### 06.3. Observations by Group-C for:

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

### 06.4. Responses by respective FPs:

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

### 07. Special remarks by Joint Secretary (Reforms)

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

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

### 08. Wrap-up remarks

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

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## WORKSHOP PROCEEDINGS

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

### **01. Commencement**

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

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

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

## **02. Presentation by NIIU**

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

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

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

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

### 03. Open floor Comments/ Inputs by Participants

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

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

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

#### **05. The intermittent comments/ responses by the Chairperson**

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

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



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

## **06. Group Presentations and observations**

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

### **06.1. Observations by Group A for:**

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

### **06.2. Observations by Group-B for:**

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

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

Weaknesses:

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

ii) WP of Power Division

Strengths:

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

Weaknesses:

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

06.3. Observations by Group-C for:

i) WP of M/O Social Welfare

Weaknesses

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

Strengths

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

ii) WP of Roads Transportations and Highways Division

Weaknesses

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

Strengths

- Baseline and targets are properly addressed

- The model format is properly followed

#### 06.4. Responses by respective FPs:

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

#### 07. Special remarks by Joint Secretary (Reforms)

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

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

#### 08. End-up remarks

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

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## WORKSHOP PROCEEDINGS

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

### **01. Commencement**

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

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

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

## **02. Presentation by NIIU**

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

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

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

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

### 03. Open floor comments/ inputs by participants

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

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

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

#### **04. The intermittent comments/ responses by the Chairperson**

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

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



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

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

## **05. Group Presentations and observations**

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

### 05.1. Observations by Group A for:

#### i) WP of Bank and Financial Institutions Division

##### Strengths

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

##### Weaknesses

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

#### ii) WP of Rural Development and Cooperatives Division

##### Weaknesses

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

\* No remarkable strength is observed by the reviewing Group

#### iii) WP of M/O Religious Affairs

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

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

**06.2. Observations by Group B for**

i) WP of Health and Family Welfare

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

ii) WP of Finance Division

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

iii) WP of the M/O Textiles and Jute

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

**05.3. Observations by Group C for:**

i) WP of M/O Food

Weaknesses

- The given format not properly followed

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

#### Strengths

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

#### ii) WP of M/O Agriculture

##### Weaknesses

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

##### Strengths

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

#### iii) WP of M/O Defense

##### Weaknesses

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

Strengths

- The activities are nicely mentioned

#### **05.4. Responses by respective FPs:**

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

#### **06. Special remarks by Joint Secretary (Reforms)**

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

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

#### **07. Special Comments by NIS Support Team Leader**

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

## **08. End-up remarks**

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

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## **Draft: Function and Role of Integrity Focal Point**

### 1. Function of Integrity Focal Point

#### ( 1 ) NIS document

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

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

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

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

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

### 2. Roles of Integrity Focal Point

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

#### ( 1 ) Initiation

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

( 2 ) Formulation of activity plan

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

( 3 ) Implementation

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

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

(4) Coordination with Cabinet Division

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

## **COMBINED SUMMARY MEMO OF THREE WORKSHOPS**

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

### **01. Welcome/Inauguration/ Opening-Closing Remarks**

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

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

### **02. Summary of the Chair’s address**

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

### **03. Summary of remarks by others**

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

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

#### 04. Presentation by ACC

Presenter: Dr. Shamsul Arefin, Director General, ACC

Issues highlighted are-

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

#### 05. Open floor Comments/ Inputs by Participants

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

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

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

## 05. Group Discussions and Presentations

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

The following are the most relevant recommendations -

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

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

The following are the key recommendations -

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

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

The following are the new recommendations –

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

**06. Open response to the Presentations**

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

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

**07. Wrap-up remarks by the Chairperson**

The following are the key points of his concluding address:

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

### FOCAL POINT SEMINAR ON GOOD GOVERNANCE IN JAPAN

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

Venue : Bijoy Hall, Bidyut Bhaban, Dhaka

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

### Summary of Proceedings

#### 1. Presentation by Cabinet Division

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

#### 2. Open floor Q&A / Comments

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

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

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

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

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

### 3. Remarks by Ms. Ritsuko Hagiwara:

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

### 4. Recommendations for way forward:

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

### **On "Development of Monitoring Framework for NIS Implementation"**

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

#### **01. Opening Remarks**

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

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

#### **02. Remarks for JICA**

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

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

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

### 03. Lecture on Importance of Monitoring

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

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

### 04. Presentation on Monitoring Framework

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

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

#### **05. Group Works (Discussions/Practice/Presentation)**

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

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

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

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

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



- Problem identification of existing acts, rule and regulation.

## 06. Questions and Answers

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 07. Observations and final remarks by the Moderator

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

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

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

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## **MEMO OF NIS FOCAL POINTS REFRESHER SEMINAR**

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

### **01. Opening Remarks by the Chair:**

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

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

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

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

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

### **03. Presentation by Project Director:**

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

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

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

- **Project Purpose**

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

- **Project Period**

- 1) Oct 2014 ~ Sep 2016

- **Direct target group**

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

#### **04. Open Discussions:**

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

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

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

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

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



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

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

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

## 06. Concluding Remarks by the Chief Guest:

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

- It is observed in many countries that anti-corruptions interventions are preferentially driven to promote good governance- but less is done to cause moral and behavioral changes- NIS is unique in preferential approach to dissemination and promotion of Integrity
  - Integrity and honesty are not synonymous- integrity goes far beyond honesty-more holistic as had been conceived by W. Somerset Maugham also
  - We should recall the memorable saying by Bangabandhu as " the one who does not perform one's job properly is also corrupt"
  - The Government Servants (Conduct) Rules, 1979 explicitly spell out provisions on "DOs" and "DO NOTs" with particular reference to receiving Tips and Gifts by public servants
  - Public Hearing (PH) is regularly carried out by the Deputy Commissioners on every Wednesday- conventionally, listening to the grievances of the citizens is their institutional practice
  - During his former regime Mr. Nitish Kumar, the Chief Minister of Bihar (India) used to conduct PH regularly in presence of Government high officials and redress the grievances instantly
  - Necessity for a Good Governance Act, as proposed by DG, ACC, be thought out
  - Formulation of Conduct Rules for the Political Leaders is a delicate and sensitive issue
  - Core components of NIS may be included into the curriculum of the training courses
  - An officer may be assigned the responsibility to work for Integrity Focal Point as leave substitute
  - Only anti-corruption interventions not enough for good governance - positive change in mindset induced by integrity is crucially important
  - It is very difficult to change one's mindset -not to think of in shorter time- wherever positioned the corrupt employee must try out to make his fortunes with bribes until his mind is purified
  - Every public servant must look upon his/her responsibility as a sacred trust vested on by the State
  - NIS is the right instrument to usher in positive changes in the mental make-up through integrity.
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**MEMO OF "INTEGRITY FOCAL POINT WORKSHOP ON MONITORING (2nd QUARTER)"**

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

**01. Opening Remarks**

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

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

**02. Remarks by JICA Representative**

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

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

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

### **03. Review Presentation by Cabinet Division**

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

#### **3.1. Day-1 (10 April 2016)**

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

#### **3.2. Day-2 (12 April 2016)**

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

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

### 3.3. Day-3 (13 April 2016)

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

## **04. Group Comments and Recommendations**

### **4.1 Day-1 (10 April 2016)**

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

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

### **4.2. Day-2 (12 April 2016)**

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

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

### **4.3. Day-3 (13 April 2016)**

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

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

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

#### **05. Remarks by the Chief Guest (CG)**

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

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

**MEMO OF WORKSHOP ON**

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

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

**01. Opening Remarks by the Chair**

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

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

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

**02. Address of Welcome**

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

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



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

### **03. Remarks by Representative of JICA**

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

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

### **04. Remarks by Cabinet Secretary**

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

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

### **05. Remarks by Commissioners of ACC**

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

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

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

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

**06. Inaugural Address by Hon'ble Minister**

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

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

**07. Address by the Chair**

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

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

#### 08. Presentation from ACC

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

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

#### 09. Presentation by Five Groups

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

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

#### 10. Open Discussions

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

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

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

## 11. Way Forward

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

### 11.1. Awareness and things to do (practice)

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

### 11.2. Commitment and conviction

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

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

### 11.3. Actions on ACC's Workshop

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

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

## 12. Remarks by Moderator

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

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

## 13. Concluding Remarks by the Chair

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

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

## 14. Vote of thanks by the Secretary, ACC

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

- Thanks to all for joining the Workshop and spending almost whole of the day with the agenda
  - Special thanks to JICA for extending generous support for NIS and the current Workshop
  - Japan is our most trusted development partner and the oldest friend-in-need of Bangladesh
  - Thanks for lively participation by the IFPs and others
  - Thanks for making the Workshop happen with great success.
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**MEMO OF INTEGRITY FOCAL POINT SEMINAR ON "GOOD GOVERNANCE IN JAPAN"**

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

**01. Opening Remarks:**

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

**02. Remarks by JICA Representative:**

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

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

**03. Presentation for Cabinet Division:**

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

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

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

#### **04. Open Discussion:**

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

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

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

#### 05. Remarks by Chief Guest:

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

#### 06. Concluding Remarks by the Chair:

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



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

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

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

### **01. Commencement**

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

### **02. Address of Welcome**

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

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

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

### **03. Remarks by JICA Representatives**

#### **4.1. Mr. Zulfiker Ali (Senior Program Manager)**

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

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

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

### **04. Remarks by the Secretary (C&R)**

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

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

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

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

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

#### **3.1.1. Day- 1 (26 September 2016)**

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

#### **3.1.2. Day- 2 (27 September 2016)**

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

#### **3.1.3. Day- 3 (02 October 2016)**

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

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

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

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

##### **4.1.1. Day- 1 (26 September 2016)**

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

##### **4.1.2. Day- 2 (27 September 2016)**

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

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

#### **4.1.3. Day- 3 (02 October 2016)**

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

### **05. Comments from the Participants**

#### **5.1 Day-1 (10 April 2016)**

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

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

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

#### **06. Remarks by the Chief Guest (CG)**

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

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

#### **06. Concluding Remarks by the Chair**

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

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

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

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

### **01. Commencement**

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

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

### **02. Remarks from Ministry of Public Administration**

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

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

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

### **03. Remarks from NIS Support Project**

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

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

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

#### **04. Presentation by NIIU**

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

Issues highlighted are as follows:

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

## 05. Presentation by NIS Support Project

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

Issues highlighted are as follows:

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

## 06. Open floor Comments/ Inputs by Participants

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

The comments/queries so received are succinctly summarized below:

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

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

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

## 07. Group Discussions and Presentations

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

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

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

The following are the recommendations of Group A:

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

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

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

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

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

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

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

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

## **08. Open response to the Presentations**

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

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

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

**09. End-up remarks**

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

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## MEMO OF SEMINAR WITH MEDIA (1<sup>st</sup>)

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

### 01. Welcome and Inauguration

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

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

### 02. Remarks by JICA representative

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

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

### 03. Presentation from Cabinet Division

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

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

#### 04. Presentation from Ministry of Information

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

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

#### 05. Open floor discussions

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

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

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

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

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

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

#### 06. Responses and remarks by the Chief Guest

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

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

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

#### **07. Concluding remarks and Vote of thanks:**

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

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

### ORIENTATION WORKSHOP ON NIS IMPLEMENTATION

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

Venue : Conference Hall, Ministry of Information (MoI)

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

### Summary of Proceedings

#### 1. Welcome and Inaugural Speech by the Chairperson

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

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

#### 2. Presentation from NIS Support Project

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

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



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

### 3. Presentation from MoI

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

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

### 4. Interactive Open Discussions

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

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

## 5. Closing Remarks by the Chair

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

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

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

**(Seminar with Media 2<sup>nd</sup>)**

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

Venue : Bijoy Hall, Bidyut Bhaban

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

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

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

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

**01. Opening Remarks by the Chair**

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

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

**02. Remarks by the Representative of JICA,**

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

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

### 03. Presentation by MOI

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

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

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

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

### 04. Open Discussions

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

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

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

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

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

#### 05. Remarks by Secretary-in-Charge

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

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

#### 06. Remarks by Cabinet Secretary

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

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



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

#### **05. Concluding Remarks by the Chair-**

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

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## WORKSHOP MEMO

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

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

#### 1. Opening remarks by the Chair

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

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

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

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

### 3. Open floor Discussions

RESPONSES/ COMMENTS	PARTICIPANTS
<ul style="list-style-type: none"> <li>• In Bangladesh incredible progress attained in social sector as admired by Nobel Laureate Amartya Sen<sup>1</sup> also where main actors are NGOs.</li> <li>• Bangladesh is heading to become middle income country, not to make the rich richer but to raise the lower middle group and the poor to higher status where NGOs are working hard.</li> <li>• Awareness building, empowering the people, health care, education, identifying and addressing localized problems where NGOs are the co-partners of Government as regulators in the pace of development.</li> <li>• NGOs are confronting difficulties in NIS implementation: improper funding procedures, sub-contracting, tendering system, irrational directives from the donors, no slice of fund for organizational strengthening.</li> </ul>	<p><b>Ms. Rokeya Kabir,</b> Executive Director, Chairperson, ADAB (Association of Development Agencies in Bangladesh ) &amp; Executive Director BNPS (Bangladesh Nari Progati Sangha -Bangladesh Women's Advancement Organization )</p>
<ul style="list-style-type: none"> <li>• Interactions among NGOs, NGOAB, stakeholder agencies are going aright<sup>2</sup>. Inter-ministerial meetings involving more participations of Civil Society (CS) may yield better results.</li> <li>• To ensure contributions of CS in legislation process, can the interactive process be stretched to the Parliament through the MPs and the parliamentary standing committees?</li> </ul>	<p><b>Mr. Md. Harun-or-Rashid</b>  Chief Executive Light House</p>
<ul style="list-style-type: none"> <li>• No budget, no law and no policy should be made dispensing with the interests of the disabled population.</li> <li>• Opportunities of representation and fair engagements of the disabled into the structural framework of government organizations and NGOs need to be ensured.</li> </ul>	<p><b>Mr. A Sattar Dulal</b>  Executive Director, BPKS (Bangladesh Prodibandi Kallyan Somity- Bangladesh Society for the welfare of the Disabled</p>

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

<sup>2</sup> Aright-adv. Means rightly or in the right way.

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

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

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

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

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

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

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

## 6. Remarks by Cabinet Secretary

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

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

## 7. Group Presentations

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

### Recommendations

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

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

### Recommendations

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

**Group 3: Theme:** Improving internal control system of NGOs

### Recommendations

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

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

**Group 4: Theme:** Introducing standard accounting and auditing system

**Recommendations**

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

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

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

**Recommendations**

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

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

**Recommendations**

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

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

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

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

#### **9. Closing Remarks by the Chair**

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

### *National Integrity Strategy (NIS) Seminar for Educational Institutions*

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

### Summary of Proceedings

#### **1. Welcome and Opening Remarks by the Chairperson**

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

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

#### **2. Presentation from Cabinet Division**

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

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

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

### **3. Presentation from MoE**

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

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

### **4. Remarks by JICA Representative**

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

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

## 5. The Key-Note Speech by Cabinet Secretary

The Chief Guest and Cabinet Secretary Mr. Muhammad Musharraf Hossain Bhuiyan, puts forth his key-note speech on the occasion. The summarized versions of his remarks are as follows-

- NIS was not adopted in one go - process started in 2007, the Cabinet approved it in October, 2012
- The GoB's initiatives for NIS emanated not merely from UNCAC, but mostly from political and state commitment as the Prime Minister concomitantly wears two caps (political party + Govt.)
- The title of NIS as "Sonar Bangla Gorar Prothoye", assigned by the Prime Minister -Sheikh Hasina, indicates and incorporates the State Vision and State philosophy of the country into NIS
- Among the State and Non-State organizations of NIS, educational institutions are most important
- Though shown as non-state organizations most of private educational institutions enjoy Govt. financial supports- such peripheries have fostered a family bondage called "Shikka Poribar"
- The NIS involves not only the "political party in power" but also the other political parties
- The roles of the parents and the teachers are very crucial to instill the values of Integrity into the children and students respectively - that is why "family" and "educational institutions" are included as the basic stakeholder institutions of NIS among others
- Most effective molding of mental make-up and mind-set of our young generation is possible at College and University levels- that is why the age for fresh recruits of Army Officers is set  $\leq 17$
- There exists marked difference between education and training-the teachers educate to prepare the students for life while the trainers train up to enhance skills and efficiency for jobs
- The teachers belong to one of the most honored segments of our society-it is not the State but the Society perennially pays respect to them- the so called "honor" for officials is temporary that ceases to continue just after retirement (only exception -for the former President of the country)
- The most valuable message for the students is " Enter to LEARN and go out to SERVE"
- Integrity consists in how much one can make his life useful for others and how far one can dedicate one's life to the service for society as well
- It is not easy job to disseminate the philosophy of NIS- at the very initial stage the Media people laughed at when the concept of Integrity was voiced by us ('bureaucrats') and sarcastically termed the act as "Bhuther Mukhe Ram Ram"- but on the second spell of interactions with them the attitude seemed quite positive- accepting responsibility to promote integrity within Media

- Creating the public demand for Integrity is critically important - the process of NIS implementation may be slow and but steady
- We are the successors of our glorious past- "what Bengal thinks today India thinks it tomorrow"
- The government has announced an admirable National Education Policy, virtually very consistent with NIS- it may however take longer time for full implementation
- Our Constitution provided for setting up the institution of "Ombudsman" in 1972 when many of the global countries did not think about it- conversely, many countries by now have got Ombudsmen in their state structures which we could not as yet- but the process is under way
- The institutional image (like DPI in education sector, CBI / RAW in India- all headed by Directors ) can be utilized to implement NIS
- Strong commitment can bolster up the tasks of NIS to reach the goal of promoting Good Governance and eventually building Golden Bengal for all
- Many thanks for all present around in this event.

## 6. Open Discussion

- The concepts of Work Plan, Annual Performance Management System (APMS) and Annual Confidential Report (ACR) seem **conflicting**- how to reconcile ? (**DEO, Brahmanbaria**)
- These are **not conflicting** - Work Plan focuses what actions the Organization plans to carry out within given time frames, APMS deal with how efficiently those actions can be accomplished and ACR evaluates individual annual performance (**Sr. National Consultant, NIS Support Project**)
- One special committee exclusively dedicated to NIS, may be formed at district level- the committee may review the NIS activities of institutions quarterly and each institution may submit report to the committee periodically ( **Principal, A. Haque College, Bogra**)
- It is good to understand that NIS is also endowed with some inherent potentials to promote "Akida" ( Belief), "Amol" (Performance) and "Aklak" (Character)- these are very consistent with the religious values of Islam (**Principal, Faridganj Majidia Kamil Madrasah**)
- It's unethical to tell others not to tell a lie until we practice telling the truth ourselves- some short videos on moral values may be developed and sent to educational institutions (**DEO, Narail**)
- Students are groomed up to grow more knowledgeable- if their cognitive levels could be molded with the spirit of NIS and a strong hold of Integrity could be founded, they can be transformed into perfect "humans" (**Mr. Mozzaffar Ali, Professor**)

- The rampant usages of mobile phones are about to destroy our young generation-use of cell phones should be strictly prohibited up to secondary level- National Integrity Award should be introduced ( **Principal, Feni Alia Kamil Madrasa, Feni** )
- Bangla literature is rich with innumerable elements of Integrity, there are many good policies- badly applied, very few people to voice against corruption- such voice should be strengthened and multiplied- a new war can be waged against corruption (**Director, Technical College**)
- Humans are born with basic spirit of Integrity-it takes in all that is good- many of them get tarnished and corrupt over the times- the factors for such degeneration should be identified- corruptions can be reduced if the identified factors are properly addressed (**Principal, Uttar Badda Islamia Kamil Madrasah**)
- Public opinion should be mobilized in favour of NIS- Essay and Debate competitions may be organized on Integrity- National Integrity Day may be announced and widely celebrated across the country (**Principal, Carmichael College, Rangpur** )

## 7. Closing Remarks by the Chair

The Chairperson concludes the Seminar with the following precise comments :

- The Government initiatives are there to apply the technology of e-learning notably Google Class Room , webmail (age < 17 years) etc.
  - The MoE will come up with fair Recruitment Rules more streamlined to ensure equity and justice
  - It is good to note that the political party has also been included as a non-State organization of NIS- the roles MPs have also been encompassed into the scope of NIS
  - The teachers need to be oriented to stress management to enhance their efficiency
  - The teachers should shun the trend to act only upon official circulars- there are lots to do proactively to initiate good practices toward promoting Integrity
  - There are many elements of goodness in NIS that the teachers can pick up and disseminate
  - The students can better learn from what the teachers practice visibly
  - Building and sustaining solid bond of unity among the members "Shikka Poribar" is the core pre-requisite of integrity
  - Many thanks for all participants - more thankful to those come from remotest places
  - Thanks for all who have dedicated good efforts to make this event successful.
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**MEMO OF SEMINAR ON "ROLE OF PRIVATE SECTOR IN PROMOTING  
INTEGRITY "**

- Date and time : 05 March, 2016 / 10:00 hrs.-13:00 hrs.
- Venue : Bijoy Hall, Bidyut Bhaban
- Chief Guest : Mr. **M A Mannan**, Honb'le State Minister,  
Ministry of Finance and Ministry of Planning
- Special Guests : 1. Mr. **Mohammad Shafiul Alam**, Cabinet Secretary  
2. Mr. **Matlub Ahmad**, President, Federation of Bangladesh Chambers  
of Commerce and Industries (FBCCI)  
3. Mr. **Mikio Hataeda**, Chief Representative, JICA Bangladesh Office
- Chaired by : Mr. **Md. Nojibur Rahman**,  
Secretary, Internal Resources Division and  
Chairman, National Board of Revenue (NBR)
- Organized by : NBR in collaboration Cabinet Division and JICA
- Participants : Annex-1

**01. Opening Remarks by the Chair**

**Mr. Md. Nojibur Rahman**, Chairman, NBR welcomes the participants of the Seminar. In addressing them all, he touches upon the following points:

- Unique event on NIS- first of its kind involving NBR, Private Sector, Cabinet Division and JICA
- NBR and FBCCI working together in close partnership to share the common goals and objectives
- Have to work with stakeholders keeping hands on hands- not with hands in gloves
- NBR has formed 4 working groups : (1) Customs (2) Excise (3) VAT and (4) Capacity building
- We must need to bring in positive change in attitude and mindset
- We need to create enabling environment to promote Integrity and implement NIS effectively
- NIS is the key-tool to help reach Vision 2021 and Vision 2041
- Effective legal framework needed to prevent misconduct, mal-practices and corruption
- NBR is strongly committed to facilitate good business and take legal actions against non-compliance
- NIS needs deeper and wider dissemination

- Special thanks for Chief Guest, Special Guests, Business Leaders, JICA, Mr. Majumder (former Cabinet Secretary), Barrister Jahangir (Member ,NBR), other officials of NBR/Cabinet Division

## 02. Remarks by Secretary-in Charge

**Mr. N M Zeaul Alam**, Secretary-in-Charge (Coordination and Reforms), Cabinet Division, comes up with the following remarks-

- The NIS document is pervaded with the spirit and aspiration of our liberation war
- NIS is akin to a Charter of State commitment to establish good governance and a society free from corruption
- Enormously powered by private sector our GDP growth persists above 6 % since 2011
- Our two broad goals are-
  - (i) Reaching upper middle income country group GNI threshold by 2030
  - (ii) Attaining developed advanced economy status by 2041
- Apart from creation of wealth and profit maximization, private sector must also need to promote ethical corporate culture for their human capitals
- NIS stands against all collusive, conspiratorial practices- cartels, syndicate, loan defaults
- NIS provides to protect consumers' rights, create transparency/accountability in business
- NIS provides to enforce Competition Law, act against adulteration of foods/ medicines
- The Seminar affords excellent opportunity for sharing views on how best the public-private partnership can do to prevent corruption in business sector and promote NIS
- Thanks for Hon'ble Chief Guest, Special Guests and everybody present.

## 03. Presentation by Cabinet Division

**Mr. Abu Saleh Mohammed Ferdous Khan**, Deputy Secretary, Cabinet Division, puts up his presentation on NIS Concept, Contents and its Progress. The points raised in the presentation are summarized below:

- **What is NIS ?**
  - Holistic approach to promote good governance
  - Through promotion of integrity and prevention of corruption
- **Concept of Integrity**
- **Rationale of the NIS- why NIS?**
- **Previous initiatives for *Integrity***
  - Penal Code, 1860
  - Prevention of Corruption Act, 1947
  - Government Servant (Conduct) Rules, 1979
  - Government Servant (Discipline & Appeal) Rules, 1985

- Reorganization of the ACC, 2004
- Public Procurement Act/ Rules, 2006/2008
- Right to Information Act, 2009
- Whistle-blowers' Protection Act, 2011
- Prevention of Money Laundering Act, 2012
- **NIS- the document itself: mission and vision**
- **The NIS institutions**
- **NIS and the Private Sector**
  - Goal
  - Recommendation
  - Action Plan
  - Progress of NIS implementation

#### **04. Presentation by NBR**

**Barrister Jahangir Alam**, Member , NBR, makes his presentation on "The Role of Private Sector in promoting Integrity". The presentation highlights the following points-

- **National Integrity System - what?**
  - Collective of institutions and practices
  - Crucial to maintaining integrity and accountability
  - Applicable to government, non-government and private sector
- **Objectives of the Seminar- what? Sharing major issues to-**
  - Prevent Corruption, ensure Integrity, improve Tax Compliance
  - Ensure participation by State and Non-State Institutions
  - Establish people's welfare and achieve Vision 2021 and Vision 2041
- **Steps taken at NBR**
- **Role of Private Sectors in establishing integrity in their business process**
- **Benefits of Integrity**
- **Challenges**
- **Way Forward**
- **New NBR - its different approaches**
- **New NBR - its modern management framework**
  - 5 Fs, 5Cs and TQM
  - Value for money
- **New NBR - its result areas (5 Is)**
- **New NBR - its Strategy for Revenue Generation (5Ps)**



## 05. Open Discussions

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

Sl. Nr.	Comments and Queries	Participants
1.	<ul style="list-style-type: none"> <li>• The Seminar has created a good platform to exchange views on moral and ethical concerns within business sector</li> <li>• Prevention is better than cure- NIS seems to insist more on prevention of corruption than actions against corruption done</li> <li>• Both Public and Private sectors should build joint partnership to promote NIS- standard of performance and ethical conduct should be determined equally for both sectors</li> <li>• Ministries should delegate more powers and responsibilities to the subordinate bodies retaining powers to supervise &amp; monitor only</li> <li>• One cannot clap with single hand- most of the corruptions take place in joint collaboration between private and public parties</li> <li>• It is not fair to blame the whole business community for a small segment of corrupt business people</li> <li>• For the NIS activities related to trade and commerce, the Ministry of Foreign Affairs, Ministry of Environment and Forest and Ministry of Labor and Employment should also be assigned support responsibilities</li> <li>• A more hefty budget for the nation is expected soon- Govt. should not impose more burden of taxes and duties on businessmen</li> <li>• We do not intend to receive the award as highest tax payers in earning black money- both small and big business entities should be treated with principle equity</li> <li>• The private sector can contribute to implement NIS ever more if the sector gets fair policy support from the Government</li> </ul>	<p><b>Mr. Rafez Alam Chowdhury</b> Bangladesh Garments Accessories &amp; Packaging Manufacturers &amp; Exporters Association (BGAPMEA), Dhaka</p>
2.	<ul style="list-style-type: none"> <li>• Those who trade in drugs like Yaba and who deal in prohibited or obsolete medicines, cannot be called " businessmen"</li> <li>• The Government must indeed recognize that the private sector enterprises makes great contribution for employment generation, poverty reduction and providing huge amount of state revenues</li> <li>• It is not fair to pursue unilateral Tax Procurement Policy</li> <li>• Many genuine businessmen are getting ousted in racing tougher competitions under stress of over-taxation and profit for survival</li> <li>• " More Sale-Less Profit " is the most acceptable business principle, but in current situations it is very difficult to follow it</li> <li>• There should be a three-tiered VAT payment structure in the range like 10%, 8% and 5% instead of existing 15% for all</li> <li>• It is unfortunate to witness that a person becomes robustly rich ( billionaire ) in a very short period of time, in pursuing corrupt practices- Govt. agencies should see how it happens</li> </ul>	<p><b>Mr. Rahmat Ullah</b> Former Director FBCCI, Dhaka</p>

	<ul style="list-style-type: none"> <li>• More unfortunate is that such billionaire is often found receiving honor, award (Best/Highest Tax Payer) and even state patronages- the Govt. should enquire into last 10 year's history of such persons</li> <li>• Market monitoring should be strengthened and be carried out with integrity and courage</li> <li>• Long Term Policy for FDI (Foreign Direct Investment) should be undertaken to ensure State Guarantee that change in government will not affect the policy</li> <li>• SROs (Statutory Regulatory Orders) should be issued with a 3-month prior notice so as not to affect the ongoing business deals</li> <li>• The new generation of Civil Servants (e.g. Assistant Commissioners) are mostly talented and possess high values of integrity- proper grooming and capacity building for them can make a happy and prosperous Bangladesh as targeted by NIS</li> </ul>	
3.	<ul style="list-style-type: none"> <li>• To achieve Vision 2021, the participation and contribution of the Private Sector is greatly needed</li> <li>• The business community is ready to contribute to Government's revenue earnings even for Padma Shetu (Bridge), but the burden of tax should not be too heavy</li> <li>• More cordial partnership should be built up between the Government agencies and the Private Sector for faster economic growth and that is also for effective implementation of NIS</li> </ul>	<b>Mr. M.A. Motaleb</b> Director, Chittagong Chamber of Commerce and Industries
4.	<ul style="list-style-type: none"> <li>• Large scale trade of bribery exists in this country, but the volume of money earned in illegal means does not exist in the country</li> <li>• Being shocked by the terrible experience of the regime of 2007-2008, nobody now is interested to keep money in the country</li> <li>• Huge quantity of electricity is consumed in "Re-rolling" mills-where huge corruption also takes place through "Power Stealing", but most of the mills owners pay the bills properly</li> <li>• Too much VAT unusually increases unit price of the product</li> <li>• No under-invoicing/money-laundering occur in re-rolling sector</li> </ul>	<b>Mr. Sk Masadul Alam,</b> Chairman, Bangladesh Auto Re-Rolling and Steel Mills Owners Association, Dhaka.
5.	<ul style="list-style-type: none"> <li>• As implementation of some core activities of NIS under given Action Plans need adequate resources, the Finance Division should be included as "Responsible" or "Support Organization"</li> <li>• In the context of corruption prevention, NIS has mentioned about Right to Information Act, Protection of Consumers Rights Act and Competition Act only- the Whistle Blowers (Protection) Act should have also been included</li> <li>• Alternative Dispute Resolving (ADR) System should be encouraged by NBR for settling the business disputes -ADR is the best tool as it enjoys good trust of all disputing parties</li> <li>• Good that the VAT law has already been amended (2012) and amendment of the Customs Act is under process</li> <li>• Necessity to enforce the Bankruptcy Act can be reduced if the banks and financial institutions maintain integrity in the whole chain of loan</li> </ul>	<b>Mr. Humayun Kabir</b> Chartered Accountant Dhaka

	<p>sanction to disbursement and keeps rigid monitoring</p> <ul style="list-style-type: none"> <li>• More important is to bring integrity in the work process than to being concerned with personal corruptions</li> <li>• The Ministry of Foreign Affairs should also be involved under purview of Competition Law and NIS for securing diplomatic support in cases of under or over invoicing and trends of "dumping" and exporting very low quality and/or unusually low priced products to Bangladesh by few countries</li> </ul>	
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## 06. Remarks by the Special Guests

The three Special Guests put up their remarks as summarized below-

### 6.1. The Chief Representative, JICA Bangladesh Office

- JICA considers NIS as a comprehensive Strategic document aiming at corruption prevention and promotion of integrity in the state and the society as a whole
- Virtually since adoption in 2012 JICA supports NIS and helps implementing NIS Support Project
- The Project is devoted to establishing a framework for effective implementation of NIS
- Good to note that the GoB has prioritized NIS in the Seventh Five Year Plan
- The foundational works so far done include awareness raising among IFPs, formulation of NIS Work Plan by Ministries/Divisions/select institutions, NIS Road Map/Monitoring Guidelines, etc.
- NIS Work Plan of IRD reveals good initiatives for updating Acts/Rules/Regulations regarding Income Tax/ VAT, online GRS and One-Stop-Desk for NBR aligned with NIS
- Bangladesh keeps up steady and solid socio-economic growth during preceding decade- now raised to a lower-middle-income country mostly to credit of private sector
- For further rapid advancement, Bangladesh needs to achieve GDP growth above 8% and increase FDI and private sector investment to raise its existing level of 22% of GDP
- State commitment for predictability, transparency, accountability and integrity and trust in governance can attract long-term investments
- To promote integrity in society joint efforts by private sector is much needed
- Expecting to witness more transformational outcome in implementation of NIS through more joint ventures by Cabinet Division, NBR & private sector
- JICA is very keen to see continued and harmonious development of Bangladesh prosperous enough to become a real “Sonar Bangla.”
- May thanks for all

## 6.2. The President, FBCCI

- Prospective revenue worth about TK 3.2 billion lies blocked owing to pending litigations.
- Nearly TK 5.2 billion is lying with banking sector as default loans.
- The total volume of default loans in State owned banks amounts to 20% to 25% of the total disbursement of loans
- No positive outcome can be expected from NIS until the cancerous problems as noted above are properly addressed and remedied
- 'Honesty' should be ensured in both public and private sectors as segments of people from both sectors are often found involved in corrupt practices by forging unholy alliance
- False declarations in imports and exports and money laundering are used as good techniques in smuggling money abroad.
- In unearthing few incidents of Gold-smuggling, the Chairman, NBR, can smile, but the President, FBCCI, cannot, as the masterminds/real culprits safely remain off the screen
- With illegal imports of cows from India, State sponsorship is discernibly involved
- The Government agencies know the YABA factories located along the borderline of Myanmar- why there is no Bangladesh-Myanmar bilateral dialogues to address the issue?
- Quite often consignments of YABA are detected in parts of Bangladesh- why our BGB cannot prevent the illegal infiltrations ?
- Good that the Chairman, NBR has declared "Zero Tolerance" against tax evasion and non-compliance- rampant abuses of Bonded Warehouse facilities should not be tolerated
- Many positive changes will take place if the Government agencies can go for simplification of the existing processes and systems
- 480 line Associations and different Chambers may be actively involved with NIS
- Online VAT system introduced/applied by NBR without providing the members of the target group any opportunities to learn about it
- The online VAT machine is too expensive for the small businessmen to procure- NBR may consider providing them such machines free of cost- VAT should not exceed 7%
- If we really want to materialize Vision-2021 and Vision 2041, mind-set of the business people as well as that of Government servants must also be changed
- TRUST-important element to build solid partnership between Govt. and Private Sector

- Thanks for all for listening and attention.

### 6.3. The Cabinet Secretary

- Fully agreed with the comments and opinions as given out by the President of FBCCI
- Integrity is rightly epitomized as Accountability + Competence - Corruption= Integrity
- The good practice video exemplifies how potential corruptions can be averted by digital technology e.g. auto-toll collection system of Bangabandhu Bridge
- Good laws cannot yield good results if not properly and fairly enforced
- If mind-set is not changed positively, good system will not work properly
- True that many organizations/agencies are still there whom we could not yet reach with the message of NIS- will try out to reach them as more as possible to disseminate NIS
- We prefer to go jointly with the Private Sector with hands on hands- not with hands in gloves as rightly pointed out by the Chairman, NBR
- Thanks for all and JICA for their continued support.

### 07. Remarks by the Chief Guest

**Mr. M A Mannan, MP**, Hon'ble State Minister for Finance and Planning, in his speech focuses the following points -

- In view of thematic nature (ethical values), this Seminar stands apart as an exceptional event
- 30 to 40 years before we could not think about any opportunity for such open-heart discussions
- During regime of Pakistan a wide dichotomy persisted between those engaged in trade/business and those in governance of the State
- As public servants we were heartlessly tied up with the system-could do almost nothing otherwise
- Now the Government is more concerned with commitments and accountability to citizens
- Government working for narrowing down the rural and urban gap, poverty alleviation, etc.
- Government insists on and encourages participatory process in planning and implementation- as we are doing now for NIS
- We prefer to make use of what is home grown- natural flowers are more beautiful and precious
- Creating conducive and friendly environment, discovering or importing new technology and putting to appropriate use, are important factors to promote NIS
- Cabinet Division can work more to involve private sector to share on issues of public concerns
- Changing mind-set and attitude take longer time, but right application of laws/ rules and technology can reduce corruption

- Laws should be enforced dispassionately- even if it affects the interests of the enforcers' relatives
- We have got too many laws- now is the time to weed out the redundant and unnecessary laws
- Our domestic investors may go right way for investing abroad also
- To promote Integrity we need to build up the critical mass of young generation who are intelligent, talented and upfront to grow with and brave any challenges of Integrity
- Thanks for all- special thanks for JICA

#### **08. Concluding Remarks by Chairperson**

The Chairperson wraps up the proceedings of the Seminar with following remarks-

- Have had fantastic exchange of views and experiences through this Seminar
- No good to confine such useful event within Dhaka- we may take it across the country
- NBR expects proper tax compliance from business community as leading contributor
- Best and highest tax payers are rewarded by NBR
- We have in front a long way to go all together
- We need to be imbued with love and dedication for own motherland ("Shodeshprem")
- The journey of NIS has set in and we must ensure that it must keep going
- Again sincerely hope, the relations between public and private sectors will grow sweeter than honey-deeper than ocean
- Thanks for all -the Hon'ble Chief Guest, the Special Guests, the business leaders, the former Cabinet Secretary (Mr. Majumder), Member, NBR(Barrister Jahangir), all participants, officials of NBR/Cabinet Division who worked hard for this Seminar and JICA for tremendous support.

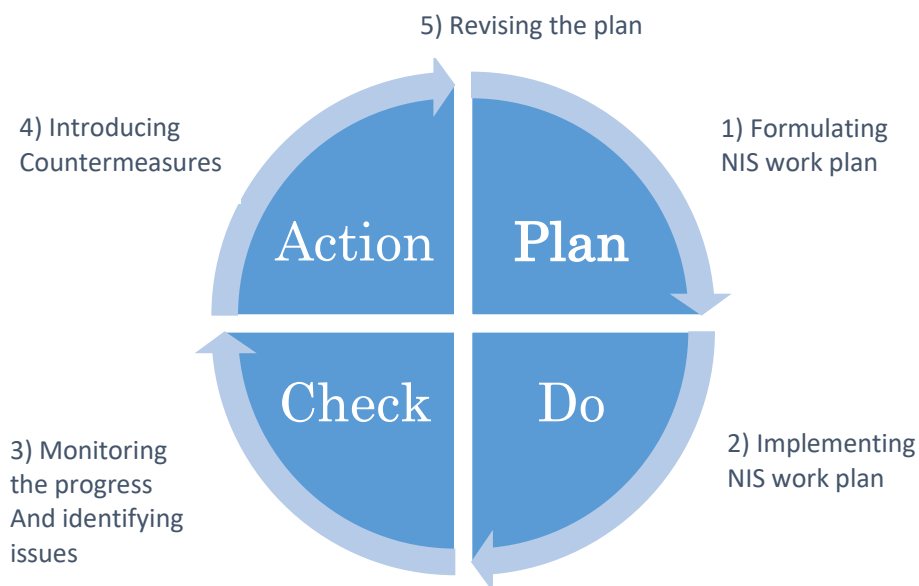
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## Guideline on monitoring of the NIS work-plan implementation

### 1. Introduction

Ethics Committees have been constituted in every ministry/division and selected institutions in accordance with the implementation plans of the NIS. Ethics Committees are assigned with the responsibilities of implementing the recommendations and action-plans of the NIS and thereby promote integrity and good governance in their respective ministry/division and institutions. One of the members of Ethics Committee is appointed as Integrity Focal Point to coordinate the NIS-related matters at his/her organization.

As Standard Operational Procedures (SOPs) of Ethics Committee, formulated by Cabinet Division in January 2015 indicates, an implementation cycle of NIS is expected to be established: consisting of the steps such as: adequate planning, proper implementation of the plan, regular monitoring of the progress, effective countermeasures to the issues identified by monitoring, and revision of the plan.



Monitoring may be conducted at different levels by different authorities such as: Ethics Committee, National Integrity Implementation Unit (NIIU) and the National Integrity Advisory Council (NIAC) and its Executive Committee (ECNIAC) etc. This paper explains how monitoring

of NIS work plan should be conducted effectively by Ethics Committee.

## **2. Monitoring Framework**

### **( 1 ) Purpose of monitoring**

The aim of monitoring is to help proper implementation of the NIS work plan at ministry/division and selected institutions. It is noted that proper implementation of the NIS work plan is a mandatory activity for all ministries/divisions in Annual Performance Agreement. Monitoring of the progress of the NIS work plans is indispensable to check the achievement of Annual Performance Agreement.

### **( 2 ) Target of monitoring**

Monitoring is conducted to measure progress of activities listed in the NIS work plan. A gap between plan and actual progress needs to be checked.

### **( 3 ) Who is going to do**

In general, monitoring is to be done by implementers themselves, while evaluation is often conducted by the third party. For monitoring on NIS work plan, Integrity Focal Point is supposed to play a substantial role. Integrity Focal Point gathers information from the implementers of activities listed in NIS work plan and check the progress of their activities. Integrity Focal Point fills out the monitoring sheet designed by NIIU. Then, s(he) submits the monitoring sheet to Ethics Committee.

Ethics Committee checks the progress and discusses countermeasures if there are factors obstructive to a plan. Then, the Committee announces a necessary instruction to implement the countermeasures.

NIIU gathers monitoring results from ministries, divisions, and selected institutions and checked the overall progress of NIS. The overall progress of NIS will be submitted to ECNIAC. Details are explained below.

### **( 4 ) Timing of monitoring**

Every three month. For the present NIS work plan Jan 2015 – Jun 2016, monitoring is going to be conducted in September and December 2015, March and June 2016.



## **( 5 ) How**

Gather information of progress on the NIS activities and fill out the template attached.

### **3. Flow of Activities**

Detailed monitoring activities are shown as follows.

#### **Preparation**

Before conducting monitoring, Integrity Focal Points need to conduct the following activities:

##### **1) Revise the NIS work plan**

NIS work plans of some ministries/divisions miss the NIS actions that they are responsible for. Integrity Focal Points need to look at the NIS document and check whether there is any missing action which their institutions are responsible for. For instance, the document shows that the Ministry of Public Affairs is responsible for nine actions, while Anti-Corruption Committee for eight. All these actions should be included in their NIS work plans.

##### **2) Get NIS work plan approved by Ethics Committee**

Integrity Focal Point approaches Ethics Committee for its approval on NIS work plan, in case the plan is not approved yet.

##### **3) Disseminate the work plan among stakeholders and concerned officials**

Integrity Focal Point, on behalf of Ethics Committee, disseminates the work plan among concerned officials and stakeholders and explain the contents of the plan. While doing that, Integrity Focal Point distributes responsibilities of implementation by referring to the work plan.

#### **Receive the monitoring format**

The NIIU develops and disseminates the monitoring format, as the attachment of the letter, which explains the purpose of monitoring and indicates the deadline of submission.

#### **Get the monitoring framework approved by Ethics Committee**

Integrity Focal Point develops the monitoring framework that explains who conducts monitoring, when, and how. The framework needs to be approved by Ethics Committee, to make monitoring works be implemented smoothly.

#### **Gather necessary information**

Integrity Focal Point identifies necessary information to complete the monitoring format and requests the relevant departments to submit necessary information.

### **Compile the information and fill out the monitoring format**

Integrity Focal Point compiles the information gathered and fills out the monitoring format.

#### **HOW TO FILL OUT THE MONITORING SHEET**

<Preparation>

Step 1: Copy and paste “Activities”, “Unit/Person in charge”, “Baseline No., Target No., Unit” from the NIS Work Plan

Step 2: Set milestones of each target as of September, December 2015, March, June 2016. These milestones indicate the progress of activities from the baseline.

<Follow up>

Step 3: Fill out actual achievement as of September, December 2015, March, June 2016. Gap between plan and actual will be clearly shown.

### **Submit the monitoring format to Ethics Committee**

Integrity Focal Point organises Ethics Committee on regular basis. Integrity Focal Point submits the monitoring sheet to Ethics Committee and explains the progress of NIS work plan in the meeting.

*Tips: Concerned officers can be invited to explain the progress.*

### **Monitoring by Ethics Committee**

The Ethics Committee members check the gap between the plan and actual progress and discuss the progress and failures. The members analyse what makes the progress and failures and consider necessary countermeasures to cover each gap. Ethics Committee announces a necessary instruction to implement the countermeasures.

*Tips: NIS implementation progress and the monitoring results can be also discussed in the monthly coordination meeting. This is a good initiative to make the decision makers of institutions understand NIS progress.*

### **Submit the monitoring sheet/format to NIU**

Integrity Focal Point submits the monitoring sheet authorized by Ethics Committee to the NIU every three month. Please note that supporting documents such as report, letter, statement, report, photo, video, need to be preserved and submitted together with the monitoring sheet.

### **Disseminate the monitoring results**

Integrity Focal Point disseminates the monitoring results in his/her organisation and uploads the results to the website. Besides the monitoring results, good practices of his (her)

institution should be uploaded, while reporting them to the NIIU.

*Tips: Organizing a seminar, workshop or special meeting on critical issues can be an effective tool to promote necessary countermeasures.*

**Share experiences at Focal Point Workshop**

NIIU calls for Focal Point Workshop every three month to share experiences among Integrity Focal Points and discuss common issues regarding the NIS work plan implementation. Integrity Focal Point is expected to be take necessary actions to improve the NIS work plan implementation by looking back on the discussion at Focal Point Workshop.

**Monitor the whole progress of NIS implementation**

NIIU compiles the monitoring sheets/formats and confirms the whole progress of NIS implementation.

**Report to Executive Committee for National Integrity Advisory Council**

NIIU submits the monitoring results to ECNIAC periodically.

## Monitoring Sheet (Template)

Ministry A

## NIS Work Plan

## NIS Monitoring Sheet

Approved by  
Date

Activities	Unit/Person in charge	Time frame	Planning for July 2016 – Jun 2017			Progress Monitoring				Remark
			Baseline No. (as of June 2016)	Target No.	Unit	1st Quarter Jul-Sep '16	2nd Quarter Oct-Dec	3rd Quarter Jan-Mar, '17	4th Quarter Apr-Jun	
<b>1. Institutional Arrangement</b>										
(1) Hold Ethics Committee Meeting		June, 2017	N/A	4	time/year	Plan Actual	1 1	1 1	1 1	
(2) Form Ethics Committee in subordinate offices, including field administration		June, 2017	10	80	% of all subordinate offices	Plan Actual	20 20	20 20	10 10	
(3) Hold stakeholder meeting outside ministry/ division		June, 2017	1	4	time	Plan Actual	1 1	1 1		
<b>2. Awareness raising</b>										
(1) Hold awareness meeting within ministry/ division		Dec, 2016	5	10	Number of meeting	Plan Actual	2 1	1 1	1 1	
(2) Hold awareness meeting in subordinate organization		June, 2017	0	20	Number of meeting	Plan Actual	5 5	7 7	8 8	
<b>3. Reforms of Rules and Regulations/Ordinances</b>										
Name(s) of rules and regulations/ ordinances to be reformed										
1)		Dec, 2016	N/A	1	N/A	Plan Actual	1 1			
2)		Dec, 2017	N/A	1	N/A	Plan Actual	1 1			
3)		Mar, 2017	N/A	1	N/A	Plan Actual		1 1		
4)		June, 2017	N/A	1	N/A	Plan Actual			1 1	
<b>4. Rewards for officers</b>										
Provision of integrity award for good practices including subordinate organizations		June, 2017	N/A	5	Number of staff awarded	Plan Actual			5 5	
<b>5. E-government</b>										
(1) Online response system (issues disposed by using e-mail, SNS)		June, 2017	1	4	Number of channel	Plan Actual	1 1	1 1		
(2) Video conference		June, 2017	N/A	2	Number of conference	Plan Actual				
(2-1) Ministry/ Division		June, 2017	N/A	2	Number of conference	Plan Actual				
(2-2) Subordinate organization		June, 2017	N/A	1	Total number of conference in subordinate	Plan Actual				
(3) E-tender		June, 2017	1	3	Number of e-tender	Plan Actual	1 1			
(4) Service through online		June, 2017	2	5	Number of service	Plan Actual	1 1	1 1		
(5) Innovative initiatives										
(5-1) Ministry/ Division		June, 2017	5	10	Number of initiatives implemented	Plan Actual	1 1	1 1	1 1	2 2
(5-2) Subordinate organization		June, 2017	5	50	Number of initiatives implemented	Plan Actual	10 10	10 10	10 10	15 15
<b>6. Ministry/Division's activity by following the NIS document</b>										
(1)		June, 2017				Plan Actual				
(2)		June, 2017				Plan Actual				
(3)		June, 2017				Plan Actual				
(4)		June, 2017				Plan Actual				
<b>7. Ministry/Division's other initiatives towards integrity</b>										
(1)		June, 2017				Plan Actual				
(2)		June, 2017				Plan Actual				
(3)		June, 2017				Plan Actual				
(4)		June, 2017				Plan Actual				
<b>8. Budget allocation</b>										
Budget amount secured for the NIS implementation		July, 2015	N/A	120	Taka	Plan Actual	20 20	30 30	30 30	40 40
<b>9. Monitoring</b>										
(1) Formulate a monitoring report		Quarterly	N/A	4	time	Plan Actual	1 1	1 1	1 1	
(2) Submit the report to NIU		Quarterly	N/A	4	time	Plan Actual	1 1	2 2	3 3	4 4

Please specify the name of initiatives planned.

## Strategic Management plan focusing on Governance

MD.ATAUL HAQUE  
JOINT SECRETARY & PD, FSCD  
MINISTRY OF HOME AFFAIRS

### Background (SMP)

- Strategy: derived from military (overall objective of winning a war)
- Tactics: aim of winning particular battle
- Strategic planning: Business world 1960s ( everything was done by owners);
- Corporate strategic planning in 1970s ( were more concerned with higher levels of organizations and in allocating responsibility);
- Strategic management plan in 1980s ( more comprehensive integrating planning with all parts of an organization);

### Strategic Management plan

- Depiction of the organization's historical context in terms of trends in its environment , its overall directions and it's ideals;
- Assessment of the immediate situation in terms of current strengths and weakness and future opportunity and threat;
- Development of an agenda of current strategic issues to be managed;
- Designing of strategic options in terms of stakeholders affected and resources required ;
- Implementation of priority strategies by mobilizing resources and managing stakeholders ;

### Trait: Strategic planning

- Vision : a clear definition of expected business scope, product, markets and expectations over a period of time;
- Environmental scan: Stake holder analysis, detailed assessment of the organization's internal strengths, weaknesses and threats(SWOT);
- Objectives; more specific aims resulting from the vision mission and environmental scan;

### vision statement

- Specify a general direction for the institution towards better future;
- What institution hopes to accomplish in response to the support and expectation of the society;
- Providing a realistic sense of possible and in setting out what others don't see as feasible;

### Cont...

- A vision should convey a standard of excellence that others will emulate;
- Vision statement must connote the quality of something very special , worth striving for an image of intent;
- Symbolizes values of institution;
- Should motivate others to work together for the collective good of the institution;

### Environmental scan( stakeholder analysis)

- To identify and assess the importance of key people, groups or institutions that may significantly influence negatively or positively on the success of your activity or project ;
- Anticipate the kind of influence ( negative or positive);
- Develop strategies to get the most effective support possible for initiative and reduce any obstacles to successful implementation of the programme;

### Stakeholder analysis

Stake holders	Interest		Influence	
	Today	5 years	Today	5 years
X	L		H	
Y	H			M
Z	L		L	

### SWOT analysis

#### Strength

- Specialist expertise;
- A new innovative service;
- Location of business;
- Quality processes and procedure;
- Any other aspect that adds value to service;

#### Weakness

- Lack of expertise
- Undifferentiated product and service( competition)
- Location of business;
- Poor quality services;
- Damaged reputation;

#### Opportunity

- Increase market share through ineffective competitive;
- Mergers, acquisitions, joint ventures or strategic alliance;
- Moving into new market segments that offer improved profits;
- A new international market;

#### Threat

- New competitor in home market;
- Price war with competitors;
- Marketing of New and innovative service of the competitors;
- Superior access to channels of distribution of competitors;
- Introduction of new taxes or levy's

## PEST analysis

- P: political factors ( law & order, political stability, tax policies, discontinuity of Govt. policy);
- E: economic factors( interest rates, inflation level, employment level per capita, GDP growth rates);
- S: sociocultural factors(dominant religion, customers attitude on foreign product or services, leisure time of the consumers, peoples perception on green issues);
- T : technological factors( access to new technology, e- business);

## Action plan

## Skeleton: Strategic Management Plan related to NIS

## Environmental scanning Stakeholder analysis (partners, supporters, beneficiary) & SWOT analysis

### Skeleton

- Background of the organization
- Vision
- Challenges ( focusing on service delivery)
- Goal setting ( governance issues)
- Specific Recommendations( short term, midterm & long term)
- Action plan

### Challenges

- Citizen charters;
- E- governance;
- Individual code of conduct;
- Family code of conduct;
- Monitoring mechanism;

## Action plan

Sl#	Activities	Key performance Indicators	Term	Assigned body	Associate
1.	Preparation of civil service act	Civil service act prepared	Mid term	MOPA	M/O, Law & parliamentary affairs

Thank you  
very much  
for  
your kind  
patience



## PUBLIC RELATIONS STRATEGY FOR NATIONAL INTEGRITY STRATEGY

**M. KAISARUL ISLAM**

JOINT SECRETARY, GOVT. OF BANGLADESH

**MARI ONO**

JICA EXPERT, NIS SUPPORT PROJECT



## OUTLINE OF PRESENTATION

- EVOLUTION AND IMPORTANCE OF PUBLIC RELATIONS
- FINDINGS FROM THE NIS BASELINE SURVEY AND INDICATIONS FOR THE PUBLIC RELATIONS STRATEGY
- SHARING OF DRAFT PUBLIC RELATIONS STRATEGY FOR NIS
- RECOMMENDATIONS

## PUBLIC RELATIONS

- PUBLIC RELATIONS (PR) IS THE PRACTICE OF MANAGING THE SPREAD OF INFORMATION BETWEEN AN INDIVIDUAL OR AN ORGANIZATION (SUCH AS A BUSINESS, GOVERNMENT AGENCY, OR A NONPROFIT ORGANIZATION) AND THE PUBLIC.
- PUBLIC RELATIONS MAY INCLUDE AN ORGANIZATION OR INDIVIDUAL GAINING EXPOSURE TO THEIR AUDIENCES USING TOPICS OF PUBLIC INTEREST AND NEWS ITEMS THAT DO NOT REQUIRE DIRECT PAYMENT. THIS DIFFERENTIATES IT FROM ADVERTISING AS A FORM OF MARKETING COMMUNICATIONS.
- THE AIM OF PUBLIC RELATIONS IS TO INFORM THE PUBLIC, PROSPECTIVE CUSTOMERS, INVESTORS, PARTNERS, EMPLOYEES, AND OTHER STAKEHOLDERS AND ULTIMATELY PERSUADE THEM MAINTAIN A CERTAIN VIEW ABOUT THE ORGANIZATION, ITS LEADERSHIP, PRODUCTS, OR OF POLITICAL DECISIONS.

## EVOLUTION OF PR

- PUBLICITY BUREAU IN 1900 TO BE THE FOUNDING OF THE PUBLIC RELATIONS PROFESSION
- BASIL CLARK IS CONSIDERED THE FOUNDER OF PUBLIC RELATIONS IN THE UNITED KINGDOM FOR HIS ESTABLISHMENT OF EDITORIAL SERVICES IN 1924
- PROPAGANDA WAS USED BY THE UNITED STATES, THE UNITED KINGDOM, GERMANY AND OTHERS TO RALLY FOR DOMESTIC SUPPORT AND DEMONIZE ENEMIES DURING THE WORLD WARS
- MOST HISTORIANS BELIEVE PUBLIC RELATIONS BECAME ESTABLISHED FIRST IN THE US BY IVY LEE OR EDWARD BERNAYS, THEN SPREAD INTERNATIONALLY
- AMERICAN COMPANIES WITH PR DEPARTMENTS SPREAD THE PRACTICE TO EUROPE WHEN THEY CREATED EUROPEAN SUBSIDIARIES AS A RESULT OF THE MARSHALL PLAN.
- THE SECOND HALF OF THE 1900S IS CONSIDERED THE PROFESSIONAL DEVELOPMENT BUILDING ERA OF PUBLIC RELATIONS. TRADE ASSOCIATIONS, PR NEWS MAGAZINES, INTERNATIONAL PR AGENCIES, AND ACADEMIC PRINCIPLES FOR THE PROFESSION WERE ESTABLISHED. IN THE EARLY 2000S, PRESS RELEASE SERVICES BEGAN OFFERING SOCIAL MEDIA PRESS RELEASES.
- THE CLUETRAIN MANIFESTO, WHICH PREDICTED THE IMPACT OF SOCIAL MEDIA IN 1999, WAS CONTROVERSIAL IN ITS TIME, BUT BY 2006, THE EFFECT OF SOCIAL MEDIA AND NEW INTERNET TECHNOLOGIES BECAME BROADLY ACCEPTED.

## IMPORTANCE OF PUBLIC RELATIONS

- PR TO OUTREACH PROGRAMS
- PR IS VITAL ABOUT BUILDING RELATIONSHIPS TO ADVANCE, PROMOTE, AND BENEFIT THE REPUTATION OF INDIVIDUAL, ANY DEPARTMENT AND INSTITUTION
- PR IS ABOUT COMMUNICATING MESSAGE TO GAIN ALLIES, ADVOCATES, SUPPORTERS, ETC. IN THE COMMUNITY AND THE INSTITUTION
- DEMONSTRATES TO FUNDING AGENCIES THAT YOU ARE MAKING A DIFFERENCE AND ACTUALLY HAVE RESULTS
- CAN IMPROVE THE REPUTATION OF AN INDIVIDUAL DEPARTMENT/INSTITUTIONS
- CAN LEAD TO STRONG COMMUNITY AND INDUSTRIAL PARTNERSHIPS, AND EVEN FINANCIAL SUPPORT
- "DOING OUTREACH" ITSELF IS PR:
  - SPECIAL EVENTS/SPECIAL PROMOTIONS
  - PUBLIC AFFAIRS
  - INTERNAL RELATIONS/COMMUNITY RELATIONS
  - HIGH TECH PR: BLOGGING, SOCIAL NETWORKING

## PURPOSES OF THE GOVERNMENT PR

- TO ACCOMPLISH THE MISSION AND GOAL OF THE AGENCIES/INSTITUTIONS
- "WHAT DOES YOUR CITIZENS CHARTER SAY?"
- TO INCREASE PUBLIC SUPPORT
  - TO FULFIL DEMOCRATIC RESPONSIBILITY (TRANSPARENCY, RIGHTS TO INFORMATION).

TO FULFILL THE PURPOSES, IT IS IMPORTANT TO UNDERSTAND THE KNOWLEDGE AND NEEDS OF THE TARGET AUDIENCE AND THE STAKEHOLDERS OF THE GOVERNMENT PR.

## ABOUT NIS BASELINE SURVEY

- NIS BASELINE SURVEY WAS CONDUCTED IN DECEMBER 2014
  - TO GAIN AN INSIGHT INTO THE PERCEPTION OF NIS
  - OTHER RELATED ISSUES AMONG THE NIS STAKEHOLDERS
- TARGETED TO
  - GOVERNMENT OFFICIALS
  - GENERAL PUBLIC
  - USING TWO DIFFERENT QUESTIONNAIRES
- AS FOR GOVERNMENT OFFICIALS, 119 DEPUTY SECRETARIES AND JOINT SECRETARIES FROM 59 NIS STAKEHOLDERS ORGANIZATION WERE INTERVIEWED
- AS FOR GENERAL PUBLIC, 400 RESPONDENTS WERE RANDOMLY SELECTED IN THE URBAN AND RURAL AREAS IN DHAKA AND RAJSHAHI DIVISION AND INTERVIEWED

## SOME MAJOR FINDINGS FROM THE SURVEY

### (GOVERNMENT OFFICIALS)

- 97.35% OF THE GOVERNMENT OFFICIALS ANSWERED THEY KNEW ABOUT NIS
- 72.73% SAID THAT THEY HAD READ THE NIS
- 27.27% SAID THAT THEY DID NOT KNOW NIS-RELATED ACTIVITIES IN THEIR MINISTRY/DIVISION/ORGANIZATION

### (GENERAL PUBLIC)

- 42.75% OF THE RESPONDENTS HAVE GRADUATION AND ABOVE DEGREES
- 95% SAID THEY ARE NOT AWARE OF NIS.
- 56.25% SAID PUBLIC SERVICE PROVIDERS IGNORE PUBLIC INTEREST
- 23.50% RATED THEIR TRUST IN THE EXECUTIVE ORGAN AND PUBLIC ADMINISTRATION AS HIGH

## INDICATIONS FOR THE PUBLIC RELATIONS STRATEGY FOR NIS

- MORE OR ALL THE GOVERNMENTAL OFFICIALS NEED TO KNOW WHAT THEY (THEIR MINISTRIES, DEPARTMENTS, AGENCIES) ARE EXPECTED TO DO FOR NIS
- THE FINDINGS INDICATE THE IMPORTANCE OF CHANGING PUBLIC PERCEPTION BY SELLING THE IMAGES (FACTS) OF
  - “GOVERNMENT AGENCIES/OFFICERS ARE TAKING ACTIONS TO IMPROVE PUBLIC SERVICE AND GOVERNANCE THROUGH NIS”

## PUBLIC RELATIONS STRATEGY FOR NIS

*THE PUBLIC RELATIONS STRATEGY TO INCREASE AWARENESS AND UNDERSTANDING ABOUT NIS (WORKING DRAFT)*

### GOAL:

THE NATION OF BANGLADESH GAINS MOMENTUM TO REALIZE NATIONAL INTEGRITY STRATEGY AND WORK TOWARD A HAPPY AND PROSPEROUS GOLDEN BENGAL

## PUBLIC RELATIONS STRATEGY FOR NIS (COMMUNICATION OBJECTIVES)

COMMUNICATION OBJECTIVES ARE SET IN 3 SEQUENTIAL PHASES:

OBJECTIVE 1: INCREASE AWARENESS AND UNDERSTANDING OF GOVERNMENT OFFICERS ON THEIR NIS RESPONSIBILITIES AND OVERALL PICTURE OF NIS

OBJECTIVE 2: INCREASE PUBLIC AWARENESS OF NIS INITIATIVES BY GOVERNMENTAL OFFICERS

OBJECTIVE 3: INCREASE PUBLIC AWARENESS AND UNDERSTANDING OF THE ROLES AND RESPONSIBILITIES OF THE PUBLIC (NON-STATE INSTITUTIONS AND ORGANIZATION) FOR REALIZING NIS AND PROMOTE VALUES OF INTEGRITY IN THE SOCIETY

- *INITIAL EMPHASIS SHOULD BE PLACED RATHER ON 1 AND 2*

## PUBLIC RELATIONS STRATEGY FOR NIS (POSITIONING)

- GOVERNMENT AGENCIES SHOULD TAKE THE LEAD IN PUTTING THE NIS INTO PRACTICE.
- NON-STATE INSTITUTIONS ARE ALL PART OF NIS, BUT GOVERNMENT AGENCIES AND OFFICERS NEED TO TAKE AN INITIATIVE TO AVOID DISCOURAGEMENT OR CYNICISM OF THE PUBLIC.
- IT IS IMPORTANT FOR ALL THE GOVERNMENTAL OFFICERS TO BE AWARE OF THEIR RESPONSIBILITY OF NIS AND ITS IMPORTANCE, BEFORE PREACHING THE RESPONSIBILITY OF THE PUBLIC.
- GOVT. AGENCIES SHOULD SERVE AS GOOD ROLE MODELS FOR REALIZING NIS
- NON-STATE INSTITUTIONS CAN BE APPROACHED IN SUCH A WAY
  - “WE GOVERNMENT AGENCIES STARTED TO FULFIL OUR RESPONSIBILITY OF NIS. PLEASE JOIN US WITH SUCH EFFORTS AS YOU HAVE A BIG ROLE TO PLAY”.

### KEY ACTIVITIES FOR OBJECTIVE -1 (TARGETING GOVERNMENT OFFICERS)

1. NIS TRAINING (BEING HELD NOW)
2. NIS AWARENESS MEETINGS AT MINISTRY, THEIR SUBORDINATE DEPARTMENTS, DISTRICT AND SUB-DISTRICT LEVELS, EMPHASIZING SPECIFIC ACTIONS AND RESPONSIBILITIES TO BE TAKEN AT THEIR LEVEL
3. ONLINE INFORMATION SHARING THROUGH WEBSITES  
FEW MINISTRIES HAVE NIS PAGE IN THE WEBSITES, BUT MINISTRIES' NIS INITIATIVES, PROGRESS AND ACHIEVEMENT ARE NOT SHARED
4. INFORMATION SHARING THROUGH NIS CALENDAR  
COLLECTION OF INFORMATION AND PHOTOS OF ACTIONS TAKEN FOR REALIZING NIS CAN BE PUBLISHED AS CALENDAR FOR INFORMATION SHARING

### KEY ACTIVITIES FOR OBJECTIVE- 2 (TARGETING PUBLIC)

1. DISSEMINATION OF GOVERNMENTAL NIS INITIATIVES THROUGH PRESS/MEDIA COVERAGE
  - WRITE PRESS RELEASE AND INVITE PRESS TO KEY NIS FUNCTIONS
  - ORGANIZE PRESS BRIEFING ON KEY NIS INITIATIVES SUCH AS PILOT PROGRAM ON E-GOVERNANCE, GRS, ETC.
2. DISSEMINATION OF GOVERNMENTAL NIS INITIATIVES THROUGH WEBSITES
3. DISSEMINATION OF GOVERNMENTAL NIS INITIATIVES THROUGH SEMINARS
  - CABINET DIVISION AND MINISTRIES COLLECT PROGRESS AND GOOD PRACTICES OF NIS INITIATIVES
  - ORGANIZE SEMINARS FOR DEPUTY COMMISSIONERS, MEDIA, EDUCATIONAL INSTITUTIONS, AND NGOS, AND PRIVATE SECTORS AND DISSEMINATE GOVERNMENTAL NIS INITIATIVES

### KEY ACTIVITIES FOR OBJECTIVE -3 (TARGETING PUBLIC)

1. DISSEMINATION OF NIS RESPONSIBILITIES OF THE PUBLIC (AND NON-STATE INSTITUTIONS) THROUGH SEMINARS
2. PUBLIC CAMPAIGN
  - CABINET DIVISION AND MINISTRY OF INFORMATION LAUNCH A PUBLIC CAMPAIGN USING MASS MEDIA TO PREACH THE ROLE OF THE PUBLIC FOR REALIZING NIS THROUGH THE VOICE OF PRIME MINISTER AND THE PRESIDENT
  - SUPPORT BY TV TO PRODUCE AND BROADCAST NIS RELATED DOCUMENTARIES AND TV PROGRAM WHICH TOUCH ON MORAL VALUES AND ROLE MODELS
  - ORGANIZE DOCUMENTARY FILM SHOWS, STREET DRAMA/SHOWS, ETC.
3. SCHOOL EDUCATION
  - MINISTRY OF EDUCATION INCORPORATE CURRICULA ON ETHICS AND MORALITY IN THE SYLLABUS OF PRIMARY AND HIGH SCHOOL LEVEL
  - ORGANIZE DEBATES AND ESSAY WRITING REGARDING NIS

### CAPACITY DEVELOPMENT AND SYSTEM RE-ENGINEERING

- COMMUNICATIONS POLICY FORMULATION
- COMMUNICATION HANDBOOK
- PRIVATE SECTOR FORUM
- CIVIL SOCIETY FORUM
- DONOR FORUM
- COMMUNITY CONFERENCE
- MEDIA FORUM
- INTERNAL COMMUNICATION FOR A PRESS RELEASES, WEB PAGES ETC.

### RECOMMENDATIONS TO THE PARTICIPANTS

1. WELCOME MORE INPUT FOR PUBLIC RELATIONS STRATEGY
  2. INCLUDE KEY PUBLIC RELATIONS ACTIVITIES IN NIS WORK PLAN OF MINISTRY/DEPARTMENT/ORGANIZATION AND SECURE NECESSARY BUDGET
  3. IMPLEMENT AND MONITOR ACTIVITIES ACCORDING TO WORK PLAN
  4. MAKE YOUR OFFICERS READY TO SAY WITH THEIR PRIDE TO THE GENERAL PUBLIC
- "WE GOVERNMENT AGENCIES STARTED TO FULFILL OUR RESPONSIBILITY OF NIS. PLEASE JOIN US WITH SUCH EFFORTS AS YOU HAVE A BIG ROLE TO PLAY".

### OTHER RELEVANT INTERVENTION

- MEDIA RELATIONS
- KNOW STAKEHOLDERS OR MARKET
- USE TECHNOLOGY
- MONITOR THE WEB
- SOCIAL AWARENESS

**THANK YOU**

## Prevention of Corruption

**Fazle Kabir**  
Former Secretary  
Finance Division

## Definition

# Originated from Latin words '**COR**' (together) and '**RUPT**' (ruin) meaning 'destruction of common interest by certain vested interest'

# 'Misuse of public office, rules or resources for private benefit or gain-...material or otherwise' (OECD, 1996)

# According to **Transparency International** corruption is **the behaviour of public officials-politicians or public servants, of improperly or unlawfully enriching themselves through misuse of public power** entrusted to them.

## Dynamics of Corruption

$$C = M+D-A-S$$

C = Corruption  
M = Monopoly  
D = Discretion  
A = Accountability  
S = Public Sector Salaries

(Formula developed by South American Professor Robert Klitgaard in 1988)

$$C = M+D-A-S$$

- The extent of corruption depends on the amount of monopoly power and discretionary power that officials exercise and the degree to which they are held accountable for their actions. Least accountability and low salary structure ultimately help promote corruption

## Causes of Social Corruption

- Cultural Phenomenon: social acceptance, passive tolerance, social injustice etc.
- Absence of Values and Ethics: integrity underrated
- Flawed Education System
- Family and clan-centred social structure
- Poverty and deprivation
- Inactive civil society
- Lack of Sensitization

## Causes of Political Corruption

- Authoritative Exercise of Power
- *Clientelism* and rent-seeking
- Lack of Political space and debate
- Lack of political commitment
- Politicization of Public Offices
- 'Winner-take-it-all' mentality
- Lack of transparency and accountability

### Causes of Administrative Corruption

- Monopoly and discretionary power
- Lack of transparency and accountability
- Organizational Secrecy
- Ineffective anti-corruption body
- Weakened civil service
- Political allegiance over meritocracy
- Politico-bureaucratic alliance

### Prevention of Corruption

- Three major focus of anti-corruption strategies in Bangladesh:
  - Prevention
  - Enforcement
  - Public Awareness and Institution building

### Prevention of Corruption Anti-corruption strategies aim to achieve:

- Comprehensive anti-corruption legislation
- Identification of areas of activity, which is most prone to corruption
- Prevention of conflicts of interest, and reinforcing the anti-corruption attitude and ethical behaviour of service providers
- Improvement of efficiency of investigating corruption offences
- Provision of a creative partnership between the govt. and civil society and professional groups

### Measures taken

- **Preventive Measures:**
  - Enactment of preventive laws like *Prevention of Corruption Act, 1947; Anti-corruption Commission Act, 2004; Public Procurement Act, 2006 and Rules, 2008; Government Servants (conduct) Rules 1979; The Government Servants (Discipline and Appeal) Rules, 1985* etc.
- **Enforcement:**
  - Creation of independent *Anti-corruption Commission*
  - Strengthening of *Office of Comptroller and Auditor General* and *Central Procurement Technical Unit (CPTU)*

### Role of Civil Society

- Civil Society Organizations (CSOs) can raise voice and awareness regarding prevention of corruption
- CSOs can work as watch-dog and monitor anti-corruption practices
- CSOs can help implement anti-corruption instruments and policies of the govt
- CSOs can provide data, information on corruption and organize debates on certain issues

### Role of Business Sector

- Business (Private) sector can change political will and bring about changes in public sphere
- Business sector can foster ethical business and thus not becoming accomplice in corruption
- Private sector ethos like quick service to clients, value-for-money, transparency etc. may influence public sector organizations. For instance, South Korea and Singapore rely on consultation with representatives from the private sector or NGOs to learn about inefficient procedures and administrative weaknesses encountered by the public.

### Role of Media

- Media works as citizen's mouthpiece. Therefore, it raises concern and voices over corruption
- Media helps CSO and Biz sector spread their messages and gather public support
- Investigative journalism reveals malpractices and creates pressure
- Media communicates people's rights, discloses information, works as watch-dog

### Role of Media

- Media ensures accountability of politicians and public officials by exposing them to public
- Media provides political space for non-political parties and facilitates public debates on corruption issues
- Media may lead social movement against corruption with the help of CSOs and the business sector

**Thank You**

**Presentation on  
Right to Information Act and Rules, 2009  
Presented by  
Nepal Chandra Sarker  
Information Commissioner  
Information Commission  
Bangladesh**

**Preamble, Notification and Objectives of the  
RTI Act, 2009**

**Preamble:**

- Freedom of thought, conscience and of speech is guaranteed in the Constitution under Art 39 as a fundamental right and Right to information is an inalienable part of it.
- Under Art. 7, since all powers of the Republic belong to the people, it is necessary to ensure right to information for empowerment of the people.

**Notification:**

- Act passed in the Parliament- 29<sup>th</sup> March, 2009
- Hon'ble President's assent- 5<sup>th</sup> April 2009.
- Gazette notification- 6<sup>th</sup> April, 2009.
- Formation of Information Commission- 1<sup>st</sup> July, 2009

**Objectives of the Act:**

- Empowerment of the people
- Ensuring free flow of information and people's right to information
- Ensuring transparency and accountability in all authorities
- Decreasing corruption in all authorities and
- Establishment of good governance

**Article 7 of the Constitution**

7. (1) All powers in the Republic belong to the people, and their exercise on behalf of the people shall be effected only under, and by the authority of, this Constitution.

(2) This Constitution is, as the solemn expression of the will of the people, the supreme law of the Republic, and if any other law is inconsistent with this Constitution that other law shall, to the extent of the inconsistency, be void.

**Article 39 of the Constitution**

39. (1) Freedom of thought and conscience is guaranteed.

(2) Subject to any reasonable restrictions imposed by law in the interests of the security of the State, friendly relations with foreign states, public order, decency or morality, or in relation to contempt of court, defamation or incitement to an offence—

- (a) the right of every citizen to freedom of speech and expression; and
  - (b) freedom of the press,
- are guaranteed.

**Universal Declaration of  
Human Rights (UDHR)**

"Everyone has the right to freedom of opinion and expression; this right includes their freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers."

**Universal Declaration of  
Human Rights**

Universal Declaration of Human Rights Gi 12  
b<sup>α</sup>^i Aby#Q# e<sup>ˆ</sup>w<sup>3</sup>MZ Z\_ˆvw`i +MvcbxqZv  
Ges e<sup>ˆ</sup>w<sup>3</sup>MZ m<sup>α</sup> § vb eRvq ivLvi AwaKvi  
msiwTIZ n#q#Q, hv wbgœifc :

"No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honor and reputation. Everyone has the right to the protection of the law against such interference or attacks."



## The International Covenant on Civil and Political Rights (ICCPR)

### Article 19:

- Everyone shall have the right to hold opinions without interference.
- Everyone shall have the right to freedom of opinion and expression; this right shall include freedom to seek, receive and impart information and ideas of all kinds, regardless of frontiers, either orally, in writing or in print, in the form of art, or through any other media of his choice.
- The exercise of the rights provided for in paragraph 2 of this article carries with it special duties and responsibilities. It may, therefore, be subject to certain restrictions, but these shall only be such as are provided by law and are necessary;
  - (a) For respect of the rights or reputations of others;
  - (b) For the protection of national security or of public order or of public health or morals.

## Enactment and some important definitions

**Section 1. Coming into force:** All provisions of the Act have come into force since 20 October, 2008 except for Sections 8, 24, 25 which shall come into effect from 1 July 2009. This includes the sections on request for obtaining information (Sec.8), appeals mechanism (Sec.24) and complaints mechanism (Sec. 25).

### Section 2. Definitions:

#### Authority-

- Any organization/institution constituted in accordance with the Constitution of People's Republic of Bangladesh;
- Any ministry, division or office constituted under the Rules of Business as given in Article 55(6) of the Constitution;
- Any statutory body or institution established by or under any Act;
- Any private organization or institution run on government funding or with help from the government exchequer;
- Any private organization or institution run on foreign funding;
- Any organization or institution that undertakes public functions in accordance with any contract made on behalf of the Government or made with any public organization or institution;
- Any other organization or institution as may be notified by the Government in the official gazette from time to time.

## Section 2 (Cont'd)

### Information Providing Unit:

- The head office, divisional office, regional office, district office or upazila office of any department, directorate or office attached to or under any ministry, division or office of the government;
- The head office, divisional office, regional office, district office or upazila office of any other authority as defined in the RTI Act, 2009.

### Third Party:

- Third Party is any other party associated with the information sought, other than the petitioner applying for information or the authority providing the information.

### Designated Officer:

- Any officer deputed to give information under this Act.

### Information:

- According to the Act, information is in relation to an authority's constitution, structure and official activities and includes any: memo, book, design, map, contract, data, log book, order, notification, document, sample, letter, report, accounts statement, project proposal, photograph, audio, video, drawing, film, any instrument prepared through electronic process, machine readable documents and any other documentary material regardless of its physical form or characteristics.

Exception: Information does not include office note sheet or photocopies of note sheets.

## Section 3. Act to override

- The provisions for providing information under any other existing law shall not be affected by the provisions of this Act.
- The provisions for creating impediment in providing information of those laws shall be superseded by the provisions of this Act if they become conflicting.

## Section 5: Preservation of Information

### Authority's Duties:

- 1) To maintain information in a catalogued and indexed form and preserve it in an appropriate manner;
- 2) Each authority shall computerize all information that can be computerized within a reasonable time limit and connect them through a country-wide network to facilitate access to information;
- 3) Each authority shall follow the guidelines and directives as given by the Information Commission for the maintenance and management of information;

## Section 4: Right to Information

- **Every citizen has a right to information from the Authority and the Authority shall on demand from a citizen be bound to provide information.**

### Section 6: Proactive Disclosure by Authorities

- Every authority shall publish and publicize all information in indexed manner which is easily accessible to the citizens regarding any decision taken, proceeding or activity executed or proposed.
- In disclosing information, concealment or limiting access to any information is not allowed.
- Each authority must publish a report each year which will contain the following information:
  - 1) Authority's organizational framework, functions and duties and responsibilities of its officers and employees and the description of decision-making processes;
  - 2) List of all laws, acts, ordinances, rules, regulations, notifications, directives, and manuals etc;
  - 3) Description of the terms and conditions under which any person can obtain from an authority, license, permit, grant, allocation, consent, approval.
  - 4) Description of all facilities in order to ensure the right to information of the citizens and the name, designation, address, and where applicable fax number and e-mail address of the Designated Officer.

### Information Disclosure by Authorities: Section 6 (Cont'd)

- Important policy or decisions along with reasons and causes in support of these policies and decisions.
- Reports prepared by an Authority under this section shall be made available for public inspection free of charge and copies kept for sale at a nominal price;
- All publications made by an authority shall be made easily available to the public at a reasonable price;
- Authorities shall publish and publicize matters of public interest through press releases or otherwise;
- Information Commission through regulations shall lay down guidelines and directives to be followed by the authorities to publish, publicize and obtain information.

### Section 7: What is not open? –

- **Publication or providing certain information is not mandatory which include:**
  - 1) Information related to any threat to the security, integrity and sovereignty of Bangladesh;
  - 2) Information related to any foreign policy, the disclosure of which would lead to harming existing relationships with any foreign state, or international institution or any regional bloc or organization;
  - 3) Information received in confidence from a foreign government;
  - 4) Information related to commercial or business confidence, copyright or intellectual property right, the disclosure of which would harm the intellectual property rights of any third party;
  - 5) Information the disclosure of which would either benefit or harm an individual or institution, such as :
    - a) any advance information regarding income tax, customs, VAT and law relating to excise, budget or change in the tax rate;
    - b) any advance information regarding changes related to exchange rate and interest rate;
    - c) any advance information regarding the management and supervision of financial institutions including banks;

### What is not open? – Section 7 (Cont'd)

- 6) Information obstructing the enforcement of law or incite any offence;
- 7) Information the disclosure of which would endanger the security of the people or would impede the due judicial process of a pending case;
- 8) Information the disclosure of which would harm the privacy of the personal life of an individual;
- 9) Information, the disclosure of which would endanger the life or physical safety of any person;
- 10) Information given in confidence by a person to help a law enforcement institution;
- 11) Information related to any matter pending in any court of law and which has been expressly forbidden to be published by any court of law or tribunal or the disclosure of which may constitute contempt of court;
- 12) Information related to any matter under investigation whose disclosure might impede the investigation process;
- 13) Information affecting any criminal investigation process and the arrest and prosecution of the offenders;
- 14) Information liable to be published only for a specified time period;

### What is not open? – Section 7 (Cont'd)

- 15) Information obtained through technical or scientific experiments which is expedient to be kept secret for strategic and commercial reasons;
- 16) Information related to any purchase processes before completion.
- 17) Information leading to breach of privileges of Parliament.
- 18) Information regarding any person which is to be kept in confidence by law;
- 19) Advance information regarding question papers of an examination or the marks obtained;
- 20) Documents including summaries to be placed before the Cabinet, discussion and decisions made. Provided that the reasons and material basis upon which the decisions were taken may be made public after the taking the decision;  
Provided further, in case of withholding disclosure of information the related authority shall take prior approval from the Information Commission.

### Designated Officer: Section 10

- 1) One Designated Officer must be nominated within 60 days from the notification of the Act by each authority for each "information providing unit".
- 2) Each authority shall inform the Information Commission, the names, designations, addresses and where applicable the fax numbers and e-mail addresses of the Designated Officers within 15 days from the date of appointment.
- 3) Any other officer whose support is sought by the Designated Officer while discharging his/her duty shall be bound to extend necessary help.
- 4) Any other officer, whose assistance has been sought by the Designated Officer, shall render all assistance, and for the purposes of any contravention of the provisions of this Act, such other officer shall be treated as Designated Officer.

## Section 8: Application Procedure

### Application Procedure: Section 8

- 1) Apply in writing or electronically or by e-mail to the Responsible Officer;
- 2) In the application, the following information must be given:
  - Name, address, and where applicable fax number and e-mail address of the applicant;
  - Correct and clear description of the information sought;
  - Any other useful and related information that might help in locating the requested information;
  - Description of the method by which information is sought, namely by inspecting, taking photo copies, taking notes or any other approved method.
- 3) The information request can be made either in the form printed by the authority or in the prescribed format.
- 4) The applicant will have to pay reasonable fees as may be prescribed by the Designated Officer;
- 5) The government in consultation with the Information Commission prescribed the cost of information by notification in the official gazette.
- The government may also exempt an individual or class of individuals or any other class from paying the fees.

## Right to Information Rules, 2009

### Rule 3. Receipt of application of request for information and acknowledgement thereof:

- (1) Any person may apply to the Designated Officer in prescribed format "A" requesting for information either in writing or through electronic media or through e-mail.
- (2) The Designated Officer shall acknowledge the receipt of the application.
- (3) The reference number, the name and designation of the receiver and the date of receipt of the application shall be mentioned in the acknowledgement receipt as referred to under sub-rule (2).
- (4) In case of receipt of application for information through electronic media or through e-mail, the date of sending the same (subject to receipt) shall be deemed to be the date of receipt.

তথ্যসিদ্ধি ফর্ম "ক" [বিধি ৩ প্রকৃতি] তথ্য প্রাপ্তির আবেদনপত্র	
১।	আবেদনকারীর নাম
	পিতার নাম
	মাতার নাম
	বর্তমান ঠিকানা
	স্থায়ী ঠিকানা
	ফ্যাক্স, ই-মেইল, টেলিফোন ও মোবাইল ফোন নম্বর (যদি থাকে)
	পেশা
২।	কি ধরনের তথ্য প্রয়োজনে অতিরিক্ত কাগজ ব্যবহার করুন?
৩।	কোন পদ্ধতিতে তথ্য পাইতে আগ্রহী (ছাপানো/ফটোকপি/লিখিত/ ই-মেইল/ ফ্যাক্স/সিডি অথবা অন্য কোন পদ্ধতি)
৪।	তথ্য প্রাপ্তকারীর নাম ও ঠিকানা
৫।	প্রয়োজ্য ক্ষেত্রে সহায়তাকারীর নাম ও ঠিকানা
৬।	তথ্য প্রদানকারী কর্তৃপক্ষের নাম ও ঠিকানা
৭।	আবেদনের তারিখ

আবেদনকারীর স্বাক্ষর

## Procedure and Time Limits for providing Information: Section 9

### Procedure and Time Limits for providing information:

- 1) Designated Officer shall provide information within 20 working days from the date of receipt of application;
- 2) In case more than one "information providing unit" or authority is involved with the information requested, then information shall be given in 30 working days from the date of application;
- 3) In case the Designated Officer rejects a request, then he must inform the applicant the decision and reasons for rejection within 10 working days from the date of application;
- 4) In case basic information concerning any person's life or death, arrest and release from jail is sought then it must be given within 24 hours from receiving the request;
- 5) In case the requested information is available with the Designated Officer then he must calculate the reasonable fee and inform the applicant to pay the fees within 5 working days. The fees for printed publications, information in electronic format or photocopies or print outs shall not be more than the actual costs;
- 6) No action on application within the specified time limits of 20 and 30 working days or 24 hours as the case may be is deemed as refusal.

## Section 9: Duties of Designated Officer

### Duties of Designated Officer:

- 1) In case the information sought is available, he shall fix price of that information and request the applicant to pay the amount within 5 working days;
- 2) If information sought has been supplied by third party and is treated as confidential by the third party, then he must give written notice to the latter within 5 days of receiving the information request for written opinion. The Designated Officer shall take its representation into consideration and make a decision in respect of providing information to the applicant.
- 3) He must inform the applicant the reasons for failure to provide the requested information within 10 working days;
- 4) The Designated Officer should provide necessary assistance to an applicant who is perceptually handicapped to access records and also to do inspection.

## Partial Disclosure: Section 9(9)

- Partial access to information contained in records covered by the clause where information is not mandatory for publication, is allowed.
- A portion of the information requested can be separated from the portion that is not mandatory for disclosure and be given to the applicant.

## Rule 4. Providing information, etc

### Providing information, etc:

- (1) On receipt of any application, the Designated Officer shall inform the applicant-  
-The date and time of providing the requested information  
-If more than one information providing unit are related with the information, he shall send a notice in writing to that unit.
- (2) Before providing any information, the Designated Officer shall have to be sure that all such information are preserved in his office.
- (3) The Designated Officer shall provide requested information as per provisions of the Act.
- (4) The applicant, if necessary, may take help from one assistant and this has to be mentioned in the application.
- (5) Every page of the information to be provided under the Act shall be certified as "This information has been provided under the Right to Information Act, 2009." and it shall contain the name, designation, signature and seal of the certifying officer.

## Rule 5. Failure to provide information

### Failure to provide information:

- If the Designated Officer, due to any reason, fails to provide requested information, he shall inform the applicant in this respect in form "B" within 10 days of the receipt of the application.

**ফর্ম "অ"**  
(বিধি ৬ প্রক্ৰম)

তথ্য সরবরাহের অপারগতার নোটিশ

আবেদনপত্রের সূত্র নম্বর : ..... তারিখ : .....

প্রতি  
আবেদনকারীর নাম : .....

ঠিকানা : .....

বিষয় : তথ্য সরবরাহে অপারগতা সম্পর্কে অবহিতকরণ।

প্রিয় মহোদয়,

আপনার ..... তারিখের আবেদনের ক্ষিত্রে প্রার্থিত তথ্য নিম্নোক্ত কারণে সরবরাহ করা সম্ভব হইল না, যথাঃ-

১। .....  
২। .....  
৩। .....

(.....)  
দায়িত্বপ্রাপ্ত কর্মকর্তার নাম :  
পদবী :  
দাপ্তরিক সীল

## Rule 8. Determination of fee and cost of information, etc

### Determination of fee and cost of information, etc:

- (1) Fees for receipt of request for information and cost of information shall be paid at the rates as prescribed in form "D".
- (2) Fees for receipt of information payable by the applicant to the authority under the rules may be paid in cash or by postal order or crossed cheque or stamp.

**ফর্ম "খ"**  
(বিধি ৮ প্রক্ৰম)

তথ্য প্রার্থির অনুরোধ ফি এবং তথ্যের মূল্য নির্ধারণ ফি

তথ্য সরবরাহের ক্ষেত্রে নিম্ন টেবিলের কলাম (২) এ উল্লিখিত তথ্যের জন্য উহার বিপরীতে কলাম (৩) এ উল্লিখিত হারে ক্ষেত্রমত তথ্য প্রার্থির অনুরোধ ফি এবং তথ্যের মূল্য পরিশোধযোগ্য হইবে, যথাঃ-

টেবিল		
ক্রমিক নং (১)	তথ্যের বিবরণ (২)	তথ্য প্রার্থির অনুরোধ ফি/তথ্যের মূল্য (৩)
১।	লিখিত কোন ডকুমেন্টের কপি সরবরাহের জন্য (ম্যাপ, নকশা, ছবি, কম্পিউটার প্রিন্টসহ)	এ-৪ ও এ-৩ মাপের কাগজের ক্ষেত্রে প্রতি পৃষ্ঠা ২ (দুই) টাকা হারে এবং ডকুমেন্ট সাইজের কাগজের ক্ষেত্রে প্রকৃত মূল্য।
২।	ডিস্ক, সিডি ইত্যাদিতে তথ্য সরবরাহের ক্ষেত্রে	(১) আবেদনকারী কর্তৃক ডিস্ক, সিডি ইত্যাদি সরবরাহের ক্ষেত্রে বিনা মূল্যে; (২) তথ্য সরবরাহকারী কর্তৃক ডিস্ক, সিডি ইত্যাদি সরবরাহের ক্ষেত্রে উহার প্রকৃত মূল্য।
৩।	কোন আইন বা সরকারি বিধান বা নির্দেশনা অনুযায়ী কাউকে সরবরাহকৃত তথ্যের ক্ষেত্রে	বিনামূল্যে।
৪।	মূল্যের বিনিময়ে বিক্রয়যোগ্য প্রকাশনার ক্ষেত্রে	প্রকাশনায় নির্ধারিত মূল্য।

গঠনকারী অফিস/কেন্দ্রে  
ড. কামাল আবদুল মাসের চৌধুরী  
সচিব।

স্বাক্ষর স্থান (ই-সিগনেচার, উপ-নিয়ন্ত্রক, বাংলাদেশ সরকারি প্রকাশনা, ঢাকা কর্তৃক মুদ্রিত।)  
স্বাক্ষর স্থান (ই-সিগনেচার, উপ-নিয়ন্ত্রকের কার্যিক পরিদপ্তর, বাংলাদেশ সরকার ও প্রকাশনা অফিস, ঢাকা কর্তৃক প্রকাশিত। www.bgpress.gov.bd

## Appellate Authority and Appeals Mechanism: Section 2, 24

### Appellate Authority:

- 1) The administrative head of the immediate superior office.
- 2) In case there is no such superior office, then the appellate authority is the administrative head of that unit.

### Appeals Mechanism:

- 1) If any person is not given information within the time period specified in Section 9 or is aggrieved by the decision of the Designated Officer, then he/she can appeal before the appellate authority within the next 30 days from receiving the decision or after the expiry of the time period;
- 2) The appellate authority is for justifiable reasons may accept the appeal even after the expiry of 30 days;
- 3) The Appellate Authority shall within 15 days from the date of receiving the appeal:
  - Direct the concerned Designated Officer to provide the requested information; or
  - Reject the appeal if it not fit for acceptance.
- 4) In case the Designated Officer is directed to provide the information by the appellate authority, then he must provide the information within the specified time.

ফরম 'প' (বিধি ৬ দ্রষ্টব্য) আপীল আবেদন	
১।	আপীলকারীর নাম ও ঠিকানা (যোগাযোগের সহজ মাধ্যমসহ)
২।	আপীলের তারিখ
৩।	যে আদেশের বিরুদ্ধে আপীল করা হইয়াছে উহার কপি (যদি থাকে)
৪।	যাহার আদেশের বিরুদ্ধে আপীল করা হইয়াছে তাহার নামসহ আদেশের বিবরণ (যদি থাকে)
৫।	আপীলের সংক্ষিপ্ত বিবরণ
৬।	আদেশের বিরুদ্ধে সংক্ষিপ্ত হইবার কারণ (সংক্ষিপ্ত বিবরণ)
৭।	প্রার্থিত প্রতিকারের মুক্তি/ভিত্তি
৮।	আপীলকারী কর্তৃক প্রত্যয়ন
৯।	অন্য কোন তথ্য যাহা আপীল কর্তৃপক্ষের সম্মুখে উপস্থাপনের জন্য আপীলকারী ইচ্ছা পোষণ করেন।

আপীলকারীর স্বাক্ষর

## Rule7. Receipt of information through digital system including internet.

### Receipt of information through digital system including internet:

- In order to facilitate the receipt of information under the Act easier, every authority shall *always maintain internet connection in operation*, subject to availability of such connection, so that people may submit application for information and collect information through internet.

## Powers of Information Commission – Section 13

### • Powers:

- The Information Commission has the power to receive complaints from any person, inquire into and dispose of complaints received on the following grounds:-
  - Non-appointment of Designated Officer by an authority or its refusal to accept requests for information;
  - Refusal upon request for any information;
  - Not being given either a response or the information requested for within the specified time period;
  - If the applicant is asked to pay a fee or is compelled to pay an amount of fee which he/she thinks are unreasonable;
  - If the applicant feels that the information given is incomplete, false or misleading;
  - In respect of any other matter relating to requesting or obtaining information under this ordinance.
- Information Commission may on its own accord or upon a complaint, conduct an inquiry regarding a complaint made under the Act;

## Powers of Information Commission Section 13

- The Information Commission or the Chief Information Commissioner or Information Commissioners may exercise powers of Civil Court as per the Code of Civil Procedure 1908 in respect of following matters, namely -
  - summon and enforce attendance of persons, compel them to give oral or written evidence on oath and to produce documents or things;
  - Examine and inspect information;
  - Receive evidence on affidavit;
  - Requisition information from any office;
  - Issue summons for witnesses or documents; and
  - Any other matter which may be prescribed in the rules to fulfill the objectives of the Act.
- While inquiring into a complaint, the Information Commission or the Chief Information Commissioner or Information Commissioners have the power to examine on spot any information kept in custody of any authority.

## Functions of Information Commission – Section 13

### • Functions:

- Issue directives to authorities for preservation, management, publication, publicity and access to information;
- Formulate and publish guidelines and directives for preservation and implementation of citizens' right to information;
- In order to preserve the right to information, consider the provisions recognized under the Constitution or any other law in force and provide recommendations to the Government for their effective implementation by indicating the impediments;
- Identify the impediments against the preservation and implementation of citizen's right to information and recommend appropriate solutions to the Government;
- Conduct research on agreements related to the right to information and other international instruments and documents and recommend to the Government for their implementation;
- Examine the similarities of various international instruments and existing laws on right to information, and in case of dissimilarities and in order to harmonize with the international instruments make suitable recommendations to the Government or the appropriate authority;

## Functions of Information Commission Section 13

- Advise Government to ratify or sign any international instrument on right to information;
- Conduct research on preservation and implementation of right to information and provide support to educational and professional institutions for their implementation;
- Generate and increase awareness about the right to information amongst different sections of society through dissemination and publication of information and other methods;
- Advise and provide support to the Government to make the necessary laws and administrative directives for preservation and implementation of the right to information;
- Provide necessary advice and support to organizations and institutions working on right to information and the civil society;
- Conduct research and organize seminars, symposium, workshops and similar other measures to increase people's awareness on RTI and to disseminate the results obtained from the research ;
- Provide technical and other support to the authorities with the aim to ensure the right to information;
- Establish a web-portal for Bangladesh to ensure the right to info.;
- Oversee the systems set up under any other law on right to info..

## Section 25: Complaints Mechanism

### Complaints Mechanism:

- 1) Any person for the following reasons may submit a complaint with the Information Commission:
  - (A) As given in Section 13 (1) i.e.:
- Non-appointment of Designated Officer by any authority or refusal to accept applications for information;
- Refusal upon request for any information;
- Not being given either a response or the information requested within the specified time period as given in the Act;
- If the complainant is asked to pay a fee or is compelled to pay an amount of fee which he/she thinks are unreasonable;
- If the complainant feels that the information given is incomplete, false or misleading; and
- In respect of any other matter relating to requesting or obtaining information under this Act.

## Complaints Mechanism: Section 25 (Cont'd)

- (B) If the person is aggrieved by the decision on his appeal under Section 24;
- (C) If the person does not get the information from the Designated Officer within the time limits specified i.e. 20 days (if information is sought from one unit), 30 days (if information is sought from more than one unit or authority) and 24 hours (information related to life and death or arrest and release from jail).
- In case of point (A) given above, a complaint can be filed with the Information Commission any time and in case of points (B) and (C) the complaint can be filed within 30 days from the date of getting a decision or even after the expiry of the time period.

## Complaints Mechanism: Section 25 (Cont'd)

- 2) On the basis of a complaint, or if the Information Commission is satisfied that any authority or Designated Officer has failed to carry out any function then the Commission has been given the powers to take action against the authority or the Designated Officer;
- 3) The Chief Information Commissioner or an Information Commissioner has the power to enquire into any complaints received. After the completion of the enquiry a decision-paper regarding the complaint shall be prepared within 30 days from receiving the complaint and be presented before the Information Commission in the next meeting for taking decision;
- 4) During the enquiry, any authority or the Designated Officer against whose decision, the complaint is being made will be given a reasonable opportunity to be heard;
- 5) In case a third party is involved in the case of a complaint, then the third party will be given an opportunity to present his opinion;
- 6) Ordinarily the Information Commission shall take 45 days to dispose of a complaint from the date on which the complaint is received. However, in certain cases, the time could be extended if required, to complete the enquiry and depositions of the witnesses. However, the time limit for disposing a complaint shall not exceed more than 75 days including the extended time;

## Complaints Mechanism: Section 25 (Cont'd)

- 7) While taking a decision on a complaint, the Information Commission shall have the following powers:
- (i) To direct the authority or the Designated Officer to take the following steps:
  - To provide the requested information in a specified particular manner;
  - To appoint Designated Officers;
  - To publish any special information or special class of information;
  - To bring necessary changes in the procedures followed by the authority with regard to preservation, management or publication of information;
  - To impart better training on right to information for officers of Authorities;
  - To provide compensation to the complainant for any loss or other detriment suffered;
- (ii) To impose Penalty as provided in the Act;
- (iii) To uphold decisions of the authorities;
- (iv) To reject complaints;
- (v) Re-classification of information by the authorities;
- (vi) To interpret any matters relating to nature, classification, preservation, publication and supply of information as per the Act.
- The decisions of the Information Commission in cases of complaints shall be binding on all concerned;
- The decisions of the Information shall be communicated to all parties in writing;
- The Information Commission shall frame regulations for disposal of complaints.

## Section 26: Representation before the Information Commission

- The parties to a complaint may present their statements before the Commission either personally or through his/her engaged lawyer.

## Penalty Provisions: Section 27

- **Penalty Provisions:**
- While deciding on a complaint, or if the Information Commissioner believes that for any reason given below, any Designated Officer will be liable for fine of 50 Taka per day up to a maximum of 5,000/- Taka for—
  - i) Refusing to accept an application or appeal without any reasonable cause;
  - ii) Not furnishing information or not taking a decision on this matter within the time specified;
  - iii) Malafidely denying the request for information or appeal;
  - iv) Instead of giving the information requested, giving incorrect, incomplete or misleading or distorted information and ;
  - v) Obstructing furnishing of information in any manner.
- The Information Commission has the power to impose this penalty from the date of the abovementioned actions till the date the information is provided. However, the Information Commission shall give the Designated Officer a reasonable opportunity of being heard before the penalty is imposed on him.
- In addition to the penalty, if the Information Commission is satisfied that the Designated Officer creates impediments in providing information, it may recommend the concerned authority to take departmental action against such misconduct and request the authority to keep the commission informed about the actions taken.
- In case of failure to recover the penalty or compensation from the Responsible Officer, then that amount can be recovered through as recovery of land revenue in accordance with the provisions of the Public Demands Recovery Act, 1913.

## Section 31: Protection of action taken in good faith

- No suit, prosecution or other legal proceeding shall lie against Information Commission or any of its officers or employees including Designated Officers of any authority, if any action is taken in good faith under this Act.

## Who are excluded? Section 32 and Schedule

- The following organizations and institutions involved with national security and intelligence as mentioned in the schedule shall not be covered by the RTI Act:
  - 1. National Security Intelligence (NSI)
  - 2. Directorate General of Forces Intelligence (DGFI)
  - 3. Defence Intelligence Units
  - 4. Criminal Investigation Department (CID), Bangladesh Police
  - 5. Special Security Force (SSF)
  - 6. Intelligence Cell of the National Board of Revenue
  - 7. Special Branch, Bangladesh Police
  - 8. Intelligence Cell of Rapid Action Battalion (RAB)
- The number of institutions mentioned in the list above can be decreased or increased by the Government by amending the schedule in consultation with the Information Commission from time to time by notification published in the government gazette.
- Information relating to corruption and violation of human rights by the above organizations must be given, subject to the approval of the Information Commission within 30 days from the date of receiving the request.

## Miscellaneous

- Application of Limitation Act of 1908: Section 28**
- In case of appeals or complaints filed under this Act, the provisions of the Limitation Act, 1908 will be as far as possible be applicable.
- Rules and Regulations Making Power: Section 33, 34**
- The Government in consultation with the Information Commission will frame the rules and notify in the official gazette. In case of the regulations, the Information Commission with prior approval of the Government will frame them and notify in the official gazette.
- Power to Deal with removal of ambiguity: Section 35**
- If any ambiguity arises in implementing any provisions in the Act, then the Government through a notification in the official gazette and subject to consistency with the provisions in the Act shall remove such ambiguity.
- Publication of a translated English version: Section 36**
- A translated English version of the Act has been made and in case of any conflict between the Bengali and English versions, the former shall prevail.
- Repeal: Section 37**
- The Right to Information Ordinance 2008 is repealed. However, in spite of it being repealed all proceedings and systems accepted under the Ordinance will continue under the Act.

## Implementation status

- Office accommodation made
- TO&E approved
- RTI Rules approved and notified in Bangladesh Gazette
- 3 Regulations approved and notified in Bangladesh Gazette
- Publication of Annual Report of 2009, 2010, 2011, 2012 and 2013, 2 Books, one RTI Manual, one leaflet and quarterly Newsletter
- Database for the Designated officers has been prepared (20,000+)
- About 12,000 Designated Officers have been given training on RTI.
- Out of 807 complaints, all were disposed of except 14 as pending.
- Web site of the IC has been launched.
- MoU signed with mobile phone operator "Robi" and "GP" for sending SMS regarding RTI and broadcasting scrolls in different TV channels
- Sensitization meetings were held for publicizing the law in 64 districts & in Dhaka, Rangpur, Sylhet, Khulna, Rajshai and Barisal divisional head quarters and in some upazilas of different districts.
- Inclusion of RTI law in Training Module of different training institutes
- Inclusion of RTI in Secondary level and higher education
- Meeting with print and electronic media people
- Meeting/MoU with representative NGOs
- Meetings with WB, ADB, IPI etc.

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**Thanks  
for patient hearing**



## Corruption Prevention in Bangladesh

Nasiruddin Ahmed, PhD  
Commissioner

Anti-Corruption Commission  
Dhaka Bangladesh  
January 2015

## Outline of Presentation

- Defining Corruption and Corruption Prevention
- United Nations Convention against Corruption (UNCAC) Provisions on Corruption Prevention
- Anti-Corruption Commission (ACC) Bangladesh
- Objectives and Legal Framework for Corruption Prevention
- Measuring Corruption Prevention
- Preventive Measures in Bangladesh
- Concluding Remarks

## 1. Defining Corruption and Corruption Prevention

### 1.1 Corruption:

- Section 2(e) of ACC Act, 2004 defines corruption as offences mentioned in its schedule:
  - Offences under the ACC Act, 2004
  - Relevant sections under Penal Code, 1860
  - Offences under Prevention of Corruption Act, 1947
  - Offences under Money Laundering Prevention Act, 2012
- According to Prevention of Corruption Act, 1947 (Section 5(1)(d)), corruption is the abuse of entrusted position for personal gain or giving gain to others

### 1.2 Corruption Prevention

By anti-corruption we mean (1) corruption prevention and (2) punitive measures. The dimensions of corruption prevention are shown below (figure 1)

Figure 1: Dimensions of Corruption Prevention



## 2. UNCAC Provisions on Corruption Prevention

- Article 5. Preventive anti-corruption policies and practices
- Article 8. Codes of conduct for public officials
- Article 9. Public procurement and management of public finances
- Article 10. Public reporting
- Article 13. Participation of society
- Article 14. Measures to prevent money laundering

## 2.1 UNCAC and Bangladesh

- Bangladesh acceded to UNCAC in February 2007
- Articles 5-14 of Chapter II of UNCAC deal with corruption prevention
- In compliance with Article 13 of UNCAC, ACC has established civil society outreach through Corruption Prevention Committees (CPC) at district and upazila levels.



### 3. Anti-Corruption Commission Bangladesh

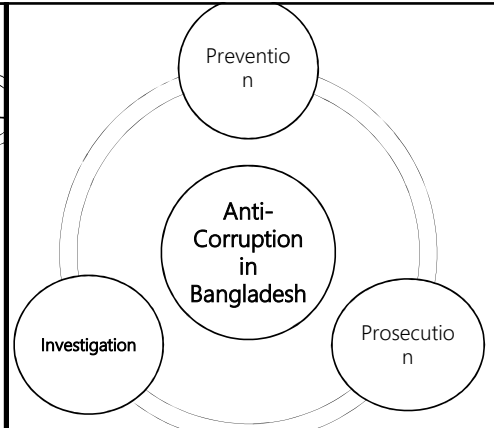
- The Anti-Corruption Commission (ACC) Bangladesh was created through the enactment of the Anti-Corruption Commission Act, 2004.
- It started functioning from 21 November 2004.

**Vision**

- To create a strong anti-corruption culture throughout the whole society.

**Mission**

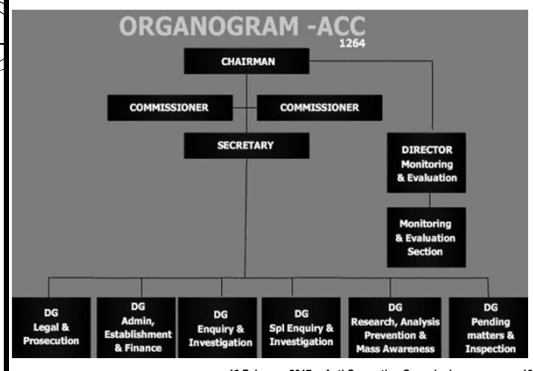
- To relentlessly prevent and combat corruption.



#### 3.1 Organizational Structure of the ACC

- To support the mission and task of the Commission, an organogram consisting of 1264 staff has been sanctioned.
- It consists of three Commissioners one of them acts as the Chairman.
- Besides the Commissioners, there are 1 Secretary, 6 Director Generals, 19 Directors, 75 Deputy Directors and the rest are investigating officers and supporting staff.
- There are 6 divisional offices and 22 district level offices.

#### Organogram of Anti-Corruption Commission



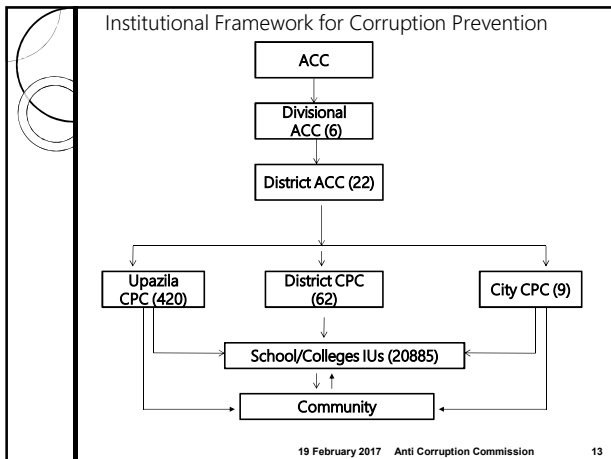
#### 3.2 Major Functions of the Commission

- To hold enquiry and investigation into allegations of corruption.
- To create awareness among people and promote integrity among the youth.
- To review the provisions of any law for prevention of corruption and submit recommendations to the President for their effective implementation.
- To undertake research, prepare plan for prevention of corruption and submit recommendations to the President for action based on the results of such research.

#### 4. Objectives and Legal Framework for Corruption Prevention

The objective of corruption prevention is to promote good governance in Bangladesh.

- To promote civic engagement at the grass root level, ACC constituted 9 City CPCs, 62 District CPCs and 420 Upazila (Sub District) CPCs
- To promote integrity among the youth, ACC has formed 'Integrity Units' (Satata Sangtha) at many educational institutions. About 20,885 Integrity Units are in operation throughout the country.



- ### 5. Measuring Corruption Prevention
- Conducting baseline survey
  - Undertaking annual survey of perceptions
  - Assessing public integrity – FGD and survey
  - Assessing systems, institutions and legal framework using primary and secondary data
  - Assessing capacity/performance of anti-corruption agencies using KPI

- ### 6. Preventive Measures in Bangladesh
- Building capacity through training of ACC staff, CPC members and integrity units
  - Carrying out awareness programs among people
  - Assisting institutions to develop and implement anti-corruption plans
  - Reviewing organizational systems and procedures
  - Conducting research activities
  - Prevention of money laundering
- 19 February 2017 Anti Corruption Commission 15

- ### 6.1 Main Prevention Activities
- Anti-corruption rallies
  - Anti-corruption workshops/seminars
  - Electronic and print media programs
  - Human chain
  - Poster and cartoon competition and exhibition
  - Debate competition among students
  - Special supplements
  - Media awards
  - Selection of best CPCs for awards to encourage them in preventing corruption at grass root level
- 19 February 2017 Anti Corruption Commission 16

- ### 6.2 Ongoing Programs of Corruption Prevention
- ACC has formulated draft Communication Strategy for 2015-2019 with the technical assistance of the World Bank.
  - ACC is working to formulate its Strategic Plan with the technical assistance of GLZ.
  - Building up an international standard dynamic Website of ACC with the technical assistance of GLZ.
  - ACC regularly publishes a Quarterly Magazine to reflect the regular activities of ACC
  - ACC going to print 1,50,000 posters to mobilize anti-corruption message throughout the country.
  - A Code of Conduct has been implemented for the members of CPCs to be followed while discharging their duties

- ### 6.3 Demand Side Approach to Corruption Prevention
- The ACC has adopted the demand side approach to corruption prevention by empowering citizens to monitor the delivery of public goods by using social accountability tools like citizens' report cards, community score cards, public hearings and social audits.
  - The ACC in collaboration with the TIB is organizing public hearing in the pilot districts.
  - The ACC is planning to use video conferencing system to hold public hearing shortly.
  - Based on the feedback received from public hearings, the ACC is holding dialogue with the selected government organizations for improving service delivery

### Successful Anti-Corruption Agencies

- Some successful anti-corruption agencies are Hong Kong's ICAC, Singapore's Corrupt Practices Investigation Bureau (CPIB), NSW Australia's ICAC and Indonesia's KPK
- Their emphasis is on preventive measures as against law enforcement
- They use regular public opinion surveys to evaluate their performance
- Citizen's Report Cards (CRC) are used for assessing the level of satisfaction of the public

### 7. Concluding Remarks

- The objective is to enhance the transparency and accountability of government organizations
- Building capacity of government organizations
- Reforming the legal and administrative system for better service delivery
- Switching from manual to automated system
- Establishing online connectivity between the ACC and other government organizations for preventing corruption
- Reaching effectively government services to citizens through holding public hearing and other social accountability tools
- Strong political commitment is essential to prevent and combat corruption.

# Integrity in Public Governance

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**NSU**

26 January 2015

## Contents



- ✓ Basic types:
- ✓ A. Individual Integrity: Traits, Common routes, Violations, Non-integrity costs, Hidalgo's Tips
- ✓ B. Institutional Integrity: Procedures, Public Procurement in Bangladesh, Seoul Integrity Pact
- ✓ C. National Integrity:

### Integrity at individual level:

- ❑ Integrity is a behavioral excellence influenced by morality & honesty.
- ❑ Individual integrity resembles values implying being truthful and dutiful; adhering to norms, customs and principles and being committed to achieve them.

### Critical thinking

- Q1. What are the basic traits of individual integrity?
- Q2. How can we maintain individual integrity?
- Q3. In what situation integrity is violated?
- Q4. What are the costs of non-integrity?
- Q5. How can we maintain individual integrity?

### Traits

- ✓ Synonymous with righteousness
- ✓ Highest state of consciousness
- ✓ Behavioural skill of excellence
- ✓ Ethical values & sincerity
- ✓ Judgement & conscience
- ✓ Morality & reliability
- ✓ Truth & honesty
- ✓ Trustworthiness
- ✓ Incorruptibility

### Common Routes

- Actions are honest
- Become a Role Model
- Develop an ethical attitude
- Do not get others into trouble
- Happy after doing a good job
- Person has inbuilt responsibility
- No guilt feelings for good things
- Feel good after doing the right thing
- Gain other people's trust all the time
- Rewarding psychologically & morally
- Trust is honored as a lifelong process
- A guideline, benchmark, point of reference.

## Integrity Violations

- Bribery
- Nepotism
- Patronage
- Favouritism
- Fraud & theft
- Abuse of resources
- Conflict of interests
- Misconduct in private life
- Improper use of authority
- Discrimination & harassment
- Misuse & manipulation of information

## Non-integrity Costs

- A person may be punished or penalized
- May get convicted of crime & imprisoned
- Earn bad reputation in the society
- Feel guilty all the time
- Lose other's trust & respect
- Result in mental disorder, accidents, injury & pre-mature death
- Get others into trouble
- Risking 'hellfire hereafter'

## Integrity tips

### Chris Zach Hidalgo:

- Begin & continue to stand firm on principles that are inherently good.
- Take the long, straight & narrow road that does not fall into the cave of cheating.
- Tell the truth at all times no matter what would be the consequences.
- Take the risks of being honest rather than compromising with it.
- Help to know others of those who are of corrupt nature.
- Sometimes put themselves into tight situations that appear to be easy at the end (Hidalgo 2002).

## Integrity at institutional level:

- Institutional integrity includes complying with institutional policies, systems and procedures.
- Since Institutions are led by people, the integrity of individuals is a necessary condition for achieving integrity at the Institution level.

## Critical Thinking

- Q 1. How can we maintain institutional integrity?
- Q 2. What are the benefits of maintaining integrity in public procurement?
- Q 3. What are the negative results of not having integrity in public procurement?

## Procedures

- Institutional Integrity requires members of the public institutions i.e., legislature, executive, judiciary, public services, bureaucracy, local government, attorney services, enforcement agencies, PSC, EC, ACC, etc. would comply institutional policies, systems & procedures.
- Dishonest actions can be held to account & censured under institutional actions & procedures
- Individual actions are open & exposed to institutional accountability.

## Procedures

- Public officials would remain free from financial or other obligations that may influence in the performance of their official duties.
- They would follow basic honesty & abide by policies, procedures & systems to serve the people.
- Individual remaining institutionally trustworthy.
- Individual actions are responsible.
- Violation of institutional rules can be held responsible by punishment.

## Public Procurement

- One of vital sectors for maintaining institutional integrity in public governance would be successful management of public resources.
- Almost 75% of the ADP are spent for procurement purposes.
- These activities start from need assessment to contract management & end up with final payment & follow up services.
- High risks areas are identified in every step during the process.

## Score Boards

### Positive results of PP integrity:

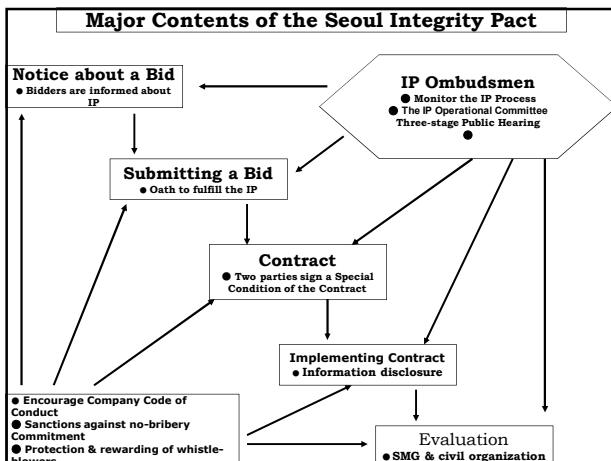
- Brings value of money for government
- Stimulates national economy
- Contribute to regional development strategy
- Attracts both local and foreign investment
- Promotes equity among disadvantaged groups.

### Negative results of not having PP integrity:

- Wastage of money due to corruption
- Distortion of the market
- Unfair advantage to select groups
- Erodes public confidence in governance
- Encourage criminalization of administration.

## Seoul Integrity Pact

- Multilateral & mutual contact between government organisations & bidders.
- Establish mutual rights & obligations.
- Monitored by an independent expert.
- Instrument for ensuring transparency & reduction of corruption
- Elements of Seoul IP include:
  - notice about a bid submission & contract
  - implementation of contract
  - evaluation of contract
  - creation of IP ombudsman



## SMG Components

A systematic & comprehensive approach with four components:

- Eliminate inappropriate regulations to reduce rent seeking opportunities.
- Corruption Report to the Mayor postcards for clients of City services.
- OPEN system & Anti-Corruption Index to enhance transparency through Internet.
- Public-private partnership through introduction of Integrity Pact.

## Secrets of SMG Success

### Key factors:

- Commitment from the Mayor
- Support from citizens for reform measures
- Communication between citizens and the City through IT.

## PP in Bangladesh

- Nexus between public officials & bidders.
- *Public Procurement Act (PPA) of 2006* to streamline procurement procedures & ensure integrity.
- The *Public Procurement Rules (PPR) of 2008*.
- Formation of Public-Private Stakeholders Committee (PPSC) as part of GOB's efforts to implement the PPR.
- The Act facilitated the Third Party Monitoring system in public procurement.

## PP in Bangladesh

- Under the current rules PPSC is supposed to evaluate broad impact of PPR on an annual basis;
- Hold quarterly meetings to obtain feedback on procurement practices;
- Recommend changes or amendments to the rules;
- Engage the external stakeholders in monitoring of procurement practices;
- Provide guidelines for mainstreaming such program;
- Prepare quarterly newsletter to provide regular feedback to the GOB.

## Major Failures

- Violations of the PP Rules by respective parties.
- Share market scam under the current regime.
- Corruption in Padma bridge tendering.
- Public experience/perception on Judicial corruption.
- Public experience/perception on Police corruption.
- Question of integrity of other major institutions of accountability in the country.
- Question of trustworthiness of EC.

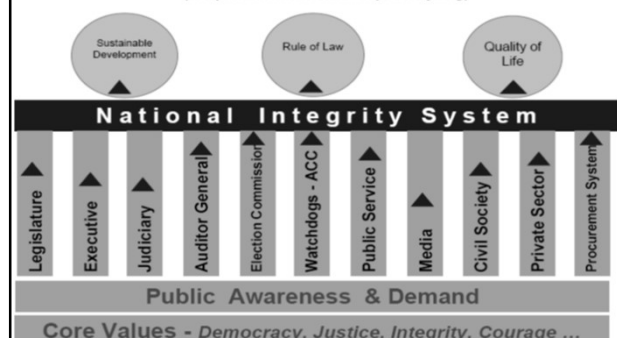
## C. Integrity at national level:

- Integrity at national level is characterized by how best the interdependent institutions are governed.
- The cumulated effect of the institutional behavior establishes a context which questions corruption.
- Political will is necessary to that end.
- The term 'national integrity system' (NIS) was popularized internationally in the 1990s by Jeremy Pope, founding MD of Transparency International (TI).

## Greek Temple Model

### Anti-corruption Edifice

(adapted from: [www.transparency.org](http://www.transparency.org))





## Seven basic components

The *7I* identified in 2006

- Strong political will of public leadership to develop integrity characteristics & ethos.
- Reduced opportunities & incentives for corruption.
- Administrative measures to increase transparency & predictability.
- Changing the way government does business.
- Streamlining operations to improve efficiency.
- Institutional capacity & bureaucratic independence of anti-corruption agencies.
- Swift & severe punishment to corrupt elements; & strong public support.

**Thank YOU**



## **Grievance Redressal Mechanism**

**Grievance Redressal Mechanism** is a platform provided to the citizens to voice their dissatisfaction about poor or inadequate performance of any government institution and hold it accountable for the same.

**Grievance Redress System (GRS)** aims to capture and resolve grievances effectively and expeditiously in a transparent manner. It is intended to provide a venue for beneficiaries and the public at large to air their concerns, complaints and suggestions to improve the program / problem. Their queries and complaints will be responded appropriately. The GRS also serves as a guide, for implementers and partners who are involved on how to handle and resolve grievances that inevitably emerge.

### **Objectives of the Grievance Redress System**

The primary objective of the GRS is to facilitate due process in resolving complaints and grievances related to program implementation.

**The GRS aims to achieve the following specific objectives:**

- Provide rapid and due process in resolving complaints
- Capture data on vulnerabilities to effect refinements and improvements

**The broad objectives of GRS are :**

- Grievance/ Complaints raised by People are dealt with courtesy and on time.
- Improve services delivery to citizen
- Grievance /Complainants are treated fairly at all times.
- Complete transparency is maintained with the complainants.
- All Grievance /complaints are dealt efficiently.
- Complainants are fully informed of avenues to escalate their complaints / grievances within the Departments and/or Government.
- Complainants are informed of their rights to alternative remedy if they are not fully satisfied with the response of the concerned authority to their complaints.
- To ensure all Grievances/ Complaints are logged in defined manner and system.

## **Key Principles of Complaint Handling & Redressal Mechanism**

- **Simplicity and accessibility** – procedures to file complaints and seek redress will be simple and easy to understand, and grievances may be submitted through a range of means by the beneficiaries and the community in general
- **Transparency** – the system will be publicized to a broad audience at all levels (from barangay to national level) and to a variety of different actors (beneficiaries, general public, CSOs, media, government officials).
- **Empowering and participatory** – communities, project implementers and the media are encouraged bring complaints to the attention of management and the public
- **Timeliness** – Minimum response times are included in these guidelines to ensure grievances are handled in a timely manner.
- **Right of appeal** – channels for appeal will be available if complainants are not satisfied with the resolution of their problem.
- **Confidentiality** – the identity of complainants will remain confidential unless otherwise requested
- **Pro-community** – the purpose of the GRS is to resolve complaints to maximize the benefits of the community/ people .

**Safety** -- A safe Grievance/Complaint Redressal Mechanism will consider the potential risks and dangers to all parties involved in each process including all the departments, complainant, witnesses, officials and other parties involved. The Grievance Redressal Mechanism should be designed to incorporate ways to prevent any mishaps, injury or harm to those complainants wishing to raise an issue or complain against any concerned Department. The department will do its utmost to ensure confidentiality and offer protection if necessary and when possible.

### **Who can lodge a complaint?**

General members of the society who believe a Government Service can do better regarding their duties. This may or may not include members of the public who are directly affected by the performance of the concerned departments.

### **Key Areas and Types of Complaints**

Key areas of a Grievance redressal mechanism may include the following:

- Behavior, abuse, or conduct of government official
- Poor citizen services

- Use of force or abuse of authority
- Transparency in government business process
- Failure on part of government administration to resolve matters
- Biased behavior adopted towards complainant
- Corruption

**The functions of the GRS are to:**

1. Provide information to beneficiaries and the general public on the existence of the GRS and the various channels of complaint.
2. Rapidly resolve grievances through:
  - a. Grievance redress processes at the provincial, regional and national levels based on the kinds of complaints
  - b. Referral of grievances to regional and national levels in line with the level of the complaint;
  - c. Resolution of complaints, including through investigation and verification of complaints as they are received
  - d. Coordination with the legal authorities in the case of a violation of the law (e.g. corruption)
  - e. Compilation of data on the volume and status of grievances through a Management Information System (MIS) that will equip management to identify, understand and address vulnerabilities in program implementation.
3. Prepare materials for dissemination to the public on the grievance redress system, steps for resolution and corrective actions to be taken.
4. Establish an appeals system if initial resolution attempts are not satisfactory.

## **DETAILS TO BE RECORDED ABOUT COMPLAINTS**

Following details should be recorded about complaints received, but minimum data must include:

- Name, address and contact number of the complainant
- Date of receipt
- Details of the complaint / subject / issue

## **CYCLE OF GRIEVANCE REDRESS OPERATION**

1. Lodging of the grievance by a citizen
2. Acknowledgement of acceptance of grievance.
3. Assessment of grievance regarding follow up action.
4. Forwarding and transfer
5. Reminders and clarification
6. Disposal of the case.

Upon the online lodging of grievance by the citizen, the same electronically reaches the concerned Officer of respective Departments/attached departments , who makes an assessment of the case and takes up with the concerned Subordinate departments for an early settlement. The grievance gets redressed by the concerned department and the same is informed to the related persons and authority.

**\*\* Special Application of Whistle Blower's Protection Act --- for appropriate and successful implementation of GRS .**

**1st Tranche Conditions: Completed at Program inception**

Sl no.	Components :	Implementing Agencies
	<b>a. Vision, Strategy, and Procedures</b>	
1	Cabinet Division to approve a detailed consultation plan to seek feedback on the design of NIS	Cabinet Division
2	Ministry of Foreign Affairs to constitute inter-ministerial committee to prepare action plan for the implementation of UNCAC	Ministry of Foreign Affairs
3	Government to reconstitute the ACC	Cabinet Division
4	Cabinet Division to approve the ACC decentralized set-up	Cabinet Division
5	Ministry of Law to gazette amendments to ACC Act 2004, Anticorruption Act and Rules 1957, and the amendments to the Criminal Law Amendment Act 1958	Ministry of Law
	<b>b. Enforcement and Sanction Mechanisms</b>	
6	Ministry of Law to amend the rules of the Code of Criminal Procedure 1898 which are related to the separation of the judiciary	Ministry of Law
7	Supreme Court to issue directive to all judges of subordinate courts on submission of declaration of assets and wealth statements to the Office of the Registrar	Supreme Court
8	Ministry of Law to notify the approved organogram of the judicial service	Ministry of Law
9	Judicial Service Commission (JSC) to complete first departmental examination to confirm assistant judges on probation	Judicial Service Commission

	<b>c. Prevention Mechanisms</b>	
10	Chittagong Port Authority (CPA) to complete a Vulnerability to Corruption Assessment (VCA) for the ChittagongPort	ChittagongPort Authority (CPA)
11	CPA to establish a committee to develop a strategic plan for reforms	ChittagongPort Authority
12	Government to reconstitute the Public Service Commission	Cabinet Division
13	Ministry of Establishment to issue a circular to all public servants on submitting of declaration of assets and wealth statements	Cabinet Division
14	Ministry of Finance to issue guidelines and provide resources for strengthening internal audit in MTBF ministries	Ministry of Finance
15	<b>Cabinet Division to issue directives to all line ministries to designate an officer as focal point for initiating grievance handling mechanism</b>	Cabinet Division

**2nd Tranche Conditions: fulfilled by November 2008**

SI no.	Components:	Implementing Agencies
	<b>a. Vision, Strategy, and Procedures</b>	
1	<b>Cabinet to approve and publish NIS with a detailed time-bound action plan and to ensure resource allocation to implement NIS</b>	Cabinet Division
2	Ministry of Law to gazette amended ACC Act, aligned to the UNCAC	Ministry of Law
3	Ministry of Law to finalize gaps analysis of Bangladesh legal framework vis-à-vis UNCAC	Ministry of Law
4	Cabinet Division to gazette all revised ACC rules of procedure incorporating the amendments to ACC Act, 2004	Ministry of Law
5	Ministry of Finance to increase allocation for development budget of ACC for its decentralized set-up and its community outreach program	Finance Division
	<b>b. Enforcement and Sanction Mechanisms</b>	
6	Judicial Service Commission to complete entry examinations for 100 assistant judges	Judicial Service Commission
7	All judges of subordinate courts to submit a declaration of assets and wealth statement to the Office of the Registrar	Office of the Registrar
8	Ministry of Law to gazette legislation prescribing specific qualifications for the recruitment of Supreme Court judges	Ministry of Law



9	Ministry of Finance to allocate sufficient budget to meet special allowances that may be recommended by the Judicial Service Pay Commission	Ministry of Finance
10	Ministry of Finance to allocate sufficient budget for district courts to implement the policy of separation of the judiciary	Ministry of Finance
11	Supreme Court to publish annual reports 2007 on inspection and monitoring activities of district courts	Supreme Court
12	Ministry of Law to gazette legislation for creation of an independent and competent prosecution or attorney service	Ministry of Law
	<b>c. Prevention Mechanisms</b>	
13	Shipping Ministry to approve a strategic plan for action on reforms at the CPA	Ministry of Shipping
14	At least 50% ministries to establish easily accessible grievance handling mechanisms	line Ministries
15	Public Service Commission to approve policies for recruitment and promotion transparent and merit-based	Public Service Commission
16	<b>Government to publicly announce its decision to establish a national Office of the Ombudsman</b>	Ministry of Law
17	Ministry of Law to gazette the Right to Information Act	Ministry of Law

**3<sup>rd</sup>Tranche Conditions: to be fulfilled by November 2010**

SI no.	Components:	Implementing Agencies
	<b>a. Vision, Strategy, and Procedures</b>	
1.	<b>Cabinet Division to publish outcomes of NIS implementation</b>	Cabinet Division
2.	Cabinet Division to publish results of independent expert survey and national perception survey on progress in (i) anticorruption work, and (ii) UNCAC implementation	Cabinet Division
3.	Cabinet Division to publish results of assessment of community outreach and corruption prevention activities, including partnership modalities of anticorruption agencies with civil society	Cabinet Division
4.	Ministry of Finance to allocate sufficient funds to allow ACC to implement its approved performance management scheme	Finance Division
	<b>b. Enforcement and Sanction Mechanisms</b>	
5.	Ministry of Finance to allocate sufficient budget to meet the approved capital and operational expenditures for full operation of the Judicial Service Commission	Ministry of Finance
6.	Judicial Service Commission to complete entry examinations for assistant judges	Judicial Service Commission
	<b>c. Prevention Mechanisms</b>	
7.	Power Division, Ministry of Communications, Ministry of Education, Ministry of Health, and Ministry of Shipping to approve corruption risk mitigation strategies in line with the NIS	Respective Ministries

8.	Ministry of Shipping to gazette (1) any amendments to existing rules and regulations, or (2) new rules and regulations to reflect the approved changes in management resulting from a computerized terminal management system at Chittagong Port	Ministry of Shipping
9.	All public sector training institutes to incorporate integrity and anticorruption training modules in curricula	Ministry of Establishment
10.	Cabinet Division to collate and publish departmental information on grievances and public complaints	Cabinet Division
11.	Ministry of Establishment to review the existing quota system for entry into the civil service	Ministry of Establishment
12.	All line ministries to establish easily accessible grievance handling mechanisms	Line ministries
13.	Line ministries that provide utilities and basic services to institute and publicize citizen report cards as a way of addressing grievances at the local level	Relevant ministries
14.	<b>Ministry of Law to gazette the Whistleblower Protection Act</b>	Ministry of Law
15.	Government to establish a well-resourced Office of the Ombudsman in line with Art. 77 of the Bangladesh Constitution and with provisions for regional outreach and access	Cabinet Division

# Government Performance Management

Md. Mahiuddin Khan  
Joint Secretary  
Cabinet Division

## What is Performance Management?

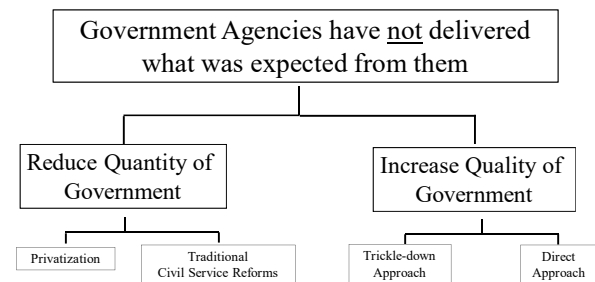
Performance Management is both a strategic and an integrated approach to delivering successful results in organizations by

- improving the performance and
- developing the capabilities of teams and individuals.
- Performance management process is very much cyclical and continuous in nature.

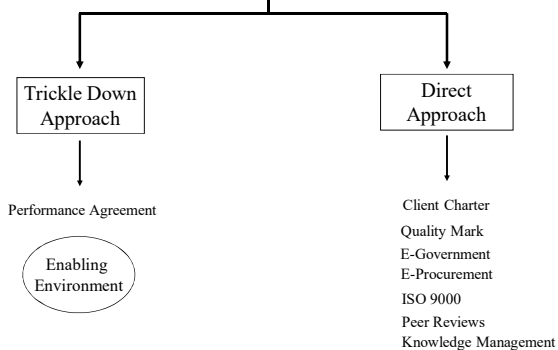
## Perceptions about Performance of Government Agencies

Government Agencies have not delivered what was expected from them

## What can be done to solve the problem?



## Increasing Quality of Government



## Main Purposes of Performance Agreement

- Moving the focus of the ministry from process-orientation to result-orientation,
- and
- Providing an objective and fair basis to evaluate overall performance of the ministry/division at the end of the year.

## Key Elements of Performance Agreement

### Performance Agreement

- is essentially a record of understanding
- provides a summary of the most important results that a ministry/division expects to achieve
- contains not only the agreed objectives, but also performance indicators and targets to measure progress

## Performance Indicators



8

## Performance Indicators-Overview

- Identifying key aspects or areas in which a Ministry performance is to be assessed
- Two types of Performance Indicators:
  - Indicators to measure outcomes
  - Indicators to measure outputs

## Performance Indicators Key Points

- For **Outcomes**-PIs aim to identify **effectiveness**  
whether the desired impacts may or may not be achieved in the society
- For **Outputs**-PIs aim to identify **efficiency**
  - How many things get done or how much services get delivered by the Ministry or Division
  - How well are they being done

## Performance Indicators-What is Measured at What Level?

Level	What is Measured
Ministry	<b>Outcomes /Higher level Output</b> <i>Medium-term impact expected by government in a given policy area(e.g. Infant Mortality Rate)</i>
Department/Agency	<b>Outputs</b> <i>Goods &amp; Services agency produced and delivered to external parties (e.g. No. of Children vaccinated)</i>

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## Introduction of GPMS in Bangladesh

- Government has decided to introduce Government Performance Management System in Bangladesh
- Under GPMS Annual Performance Agreement (APA) will be signed between the Cabinet Secretary and Secretary of the respective Ministry/Division
- All Ministries/Divisions have already been requested to prepare and submit APA to Cabinet Division by 01 February 2015.

## Format of Annual Performance Agreement (2)

Annual Performance Agreement seeks to address three basic questions:

- (a) What are ministry's main objectives for the year?
- (b) What activities are proposed by the ministry to achieve these objectives?
- (c) How would someone know at the end of the year the degree of progress made

## Format of Annual Performance Agreement

### Preamble

Section 1:	Ministry's / Division's Vision, Mission, Strategic Objectives and Functions
Section 2:	Strategic Objectives, Priorities, Activities, Performance Indicators and Targets.
Section 3:	Trend values of the Performance Indicators
Section 4:	Description of the Performance Indicators, Implementing Department/Agencies and Measurement Methodology
Section 5:	Specific Performance Requirements from other Ministries/Divisions
Section 6:	Outcomes of the Ministry/Division
Concluding Part	

### Section 1: Ministry's / Division's Vision, Mission, Strategic Objectives and Functions

- Section-1 provides the context and the background for APA
- Four Sub-sections:
  - 1.1 Vision
  - 1.2 Mission
  - 1.3 Functions:
  - 1.4 Strategic Objectives

### Sub-section 1.1 : Vision

- Vision is an idealized state for the ministry.
- It is the big picture of what the leadership wants the ministry/division to look like in the future
  - Example: "Affordable and quality health care services for all"**
- A vision statement does not change from year to year
- Vision should have a time horizon of 5-10 years

### Sub-section 1.2: Mission

- Mission should follow the vision
- Vision represents the big picture and the mission represents the necessary work
- To develop a clear mission statement the ministry/division must consider the following:
  - What is the **purpose** of this ministry; what does it intend to achieve,
  - By what **broad areas of operation** will the ministry do this, and
  - Who are the intended **beneficiaries**?
- Section-1.1 of the Ministry Budget Framework (MBF) may be consulted while developing the mission.

### Sub-section 1.3: Functions

- Functions of the ministry/division should be summarized from the Allocation of Business
- Unless the Allocation of Business is changed, they cannot be changed in the Annual Performance Agreement
- Functions of the ministry/division listed in Section 1.2 of MBF may be inserted in this Section provided they are fully consistent with the Allocation of Business.

### Sub-section 1.4: Strategic Objectives

- Strategic Objectives represent the developmental requirements to be achieved by the ministry
- Strategic Objectives should be derived from the Perspective Plan 2010-21, 6<sup>th</sup> Five Year Plan and/or ministry/sector policy documents and MBF
- There must be a logical connection between Vision, Mission, Functions and Strategic Objectives

### Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets

- Column 1: List the Ministry Strategic Objectives and Mandatory Strategic Objectives
- Column 2: Assign Relative Weights to Strategic Objectives
- Column 3: Specify Activities for Achieving Ministry Strategic Objectives
- Column 4: Specify Performance Indicators and Units
- Column 5: Assign relative Weights to Performance Indicators
- Column 6: Specify Targets/Criteria value for Performance Indicators
- Team targets

### Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets (2)

- Strategic Objectives, to be incorporated by the ministry/division should add up to 85% weights
- The remaining 15% are Mandatory Strategic objectives
- Strategic Objectives in the APA should be ranked in a descending order of priority according to the degree of significance
- Specific weights should be attached to these objectives
- The Minister in-charge will decide the priorities among Ministry Strategic Objectives and all weights

### Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets (3)

- For the realization of the each strategic objective ministry/division must specify the required activities
- Often, a Strategic Objective has one or more activities associated with it
- Strategic Objective represents the desired “end” and associated activities, including relevant programs and projects represent the desired “means” to achieve the objective
- All activities listed in the APA should be based on the budgetary allocations for FY 2014-15

### Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets (4)

- For each of the “activities” specified in Column 3, the ministry/division must specify one or more “performance indicator”
- A performance indicator provides a means to evaluate progress in implementing the policy, programme or project
- Sometimes more than one performance indicator may be required
- If there are multiple activities associated with an objective, the weight assigned to that objective should be distributed among the relevant performance indicators.

### Section 2: Strategic Objectives, Priorities, Activities, Performance Indicators and Targets (5)

- Choose a target for each performance indicator
- Target levels should contain an element of ambition.
- They must also be achievable
- The target should be presented as per the five-point scale given below:

Excellent	Very Good	Good	Fair	Poor
100 %	90%	80%	70 %	60 %

## Team Targets

- In some cases, the performance of a ministry is dependent on the performance of one or more ministry in the Government
- To produce power, Power Division is dependent on the performance of the following:
  - (a) Energy and Mineral Resources Division
  - (b) Ministry of Railways
  - (c) Ministry of Environment and Forest, and
  - (d) Ministry of Industries (e.g. for power equipment).
- In order to achieve the desired result, it is necessary to work as a team
- Team targets for all five ministries need to be set

## Section 3: Trend Values of the Performance Indicators

- For every performance indicator and the corresponding target, APA must provide actual values for the past two years and also projected values for two outer years
- The inclusion of actual values for the past two years vis-a-vis the projected values for the next two years will help in assessing the target value for the current year
- If an activity is being initiated in the current year, then no values would be listed in the previous year column
- Also, in case an action is going to be completed in the current year, then no values would be listed in the next 2 years

## Section 4: Description of Performance Indicators, Implementing Department/ Agencies and Measurement Methodology

- APA must contain a section giving detailed description of various performance indicators and the proposed measurement methodology
- Abbreviation/acronyms and other details of the relevant scheme may be listed in Annex-A
- Ministries should specify in Section 4 of the APA, the basis on which they have set the targets.
- The projected Trend Values also need to be specified preferably in section 4
- Name of the Implementing Department/Agency for each indicator should be mentioned in the relevant column

## Section 5: Specific Performance Requirements from other Ministries/ Divisions

- This section should contain expectations from other ministries/divisions that impact the ministry/division's performance and are critical for achievement of the selected Performance Indicator
- However, names of those ministries/divisions only need to be incorporated where dependency is more than 20%
- These expectations should be mentioned in quantifiable, specific, and measurable terms
- While listing expectations, care should be taken while recording as this would be communicated to the relevant Ministry/Division and should not be vague or general in nature

## Section 6: Outcomes of the Ministry/Division

- This section should contain the broad outcomes the ministry/division has on national welfare
- It should capture the very purpose for which the ministry/division exists
- Outcome Indicators to be incorporated in Column 2 can primarily be derived from the Section 5 of the MBF of the relevant ministry/division
- In Column 3 all the ministries / divisions jointly responsible for achieving national goals are required to be mentioned
- In Column 4 ministry/division is expected to mention the performance indicator (s) to measure the ministry/division outcomes
- Columns 6 to 10 give the expected trend values for various performance indicators
- Like, Vision and Mission, Outcomes do not (and should not) change from year to year

## Performance Agreement- Concluding Part

Whereas,

I, the Secretary, Ministry of ....., representing the Minister for ....., Government of the People's Republic of Bangladesh commit to the Cabinet Secretary, Cabinet Division, representing the Prime Minister, Government of the People's Republic of Bangladesh to deliver the results described in this agreement.

I, the Cabinet Secretary, Cabinet Division, on behalf of the Prime Minister, Government of the People's Republic of Bangladesh, commit to the Secretary, Ministry of ....., to provide necessary support for delivery of the results described in this agreement.

Signed:

.....  
Secretary  
Ministry of ..... Date

.....  
Cabinet Secretary  
Cabinet Division Date



## APA Evaluation

- At the end of the year, we look at the
  - achievements of the ministry/division
  - compare them with the targets, and
  - determine the composite score
- Achievements of the ministry/division will be evaluated by an Independent Committee
- Results of the Evaluation will be submitted to HPM.

## GPMS-Application to NIS

- Terms of reference of the Ethics Committee include:
- Formulation of time- bound Action Plan to resolve the identified problems;
  - Selection of personnel to be responsible for implementation of the Action Plan;
  - Implementation and monitoring of the Action Plan; and
  - Sending progress report on establishing integrity in the concerned Ministry/Division/ Organization to the National Integrity implementation Unit (NIIU) of the Cabinet Division.

### Mandatory Objectives and Performance Indicators for 2014-15

Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Efficient Functioning of the APA System	Timely submission of Draft APA for 2014-2015	On-time submission	Date	2	Feb 01 2015	Feb 02 2015	Feb 03 2015	Feb 04 2015	Feb 05 2015
		Preparation and approval of CC by the Ministry/Division	Date	1	Dec/14	Jan/15	Feb/15	Mar/15	April/15
Improve Service delivery to the Public	Implementation of Citizens' Charter (CC)	Publication of CC in website or others means	Date	1	Dec/14	Jan/15	Feb/15	Mar/15	April/15

### Mandatory Objectives and Performance Indicators for 2014-15 (Contd.)

Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Improve Service delivery to the Public	Implementation of Grievance Redress System (GRS) system	Publishing names and contact details of GRS focal point in the website	Date	1	Dec/14	Jan/15	Feb/15	Mar/15	April/15
		Sending GRS report(s) to the Cabinet Division from January 2015	Number of report(s)	1	5	4	3	2	1

### Mandatory Objectives and Performance Indicators for 2014-15 (Contd.)

Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Improve Service delivery to the Public	Implementing Innovations	Implemented decisions of Innovation Team	%	1	100%	80%	50%	30%	
		Unicode used in all official activities	Date	1	Dec/14	Jan/15	Feb/15	Mar/15	April/15
Improve governance	Compliance with RTI Act and proactive disclosure	Percentage of information, mentioned in the RTI Act and related regulations, disclosed in the website	%	1.5	80%	70%	60%	50%	40%
		Preparation and Implementation of the National Work Plan for 2015 and get	Date	2	Feb/15	March/15	April/15	May/15	

### Mandatory Objectives and Performance Indicators for 2014-15 (Contd.)

Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Improve Financial Management	Improve compliance with the Terms of Reference of the Budget Management Committee (BMC)	BIP prepared and Quarterly BIMR submitted to FD meeting FD requirements	Number of Report	1	5	4	3	2	1
		Actual achievements against performance targets are monitored by the BMC on a quarterly basis	Number of BMC meetings	1	4	3	2	1	
		Improve audit performance	Percentage of outstanding audit objections disposed off during the year	%	1	70	55	40	30

**Thank You**

# **Good Governance and National Integrity Strategy**

**M Musharraf Hossain Bhuiyan**  
Cabinet Secretary  
Government of Bangladesh

## **The Concept of Governance**

The governance concept combines ideas of political authority, management of economic and social resources, as well as the capacity of governments to formulate prudent policies and their implementation in an effective, efficient, and equitable manner.

## **What Good Governance Means**

Good governance is defined as the existence—within states— of political accountability, bureaucratic transparency, the exercise of legitimate power, freedom of association, voice and participation, freedom of information and expression, prudent fiscal management and public financial accountability, respect for the rule of law, a predictable legal framework encompassing a credible justice system, protection of human rights, an active legislature, enhanced opportunities for the development of pluralistic forces including the civil society, and capacity development for improved service delivery.

## **National Integrity Strategy (NIS): Vision and Mission**

### **Vision:**

- **A happy and prosperous Golden Bengal**

### **Mission:**

- **Establishment of good governance in state and society**

## **State Institutions Identified in NIS**

1. **Executive Organ and Public Administration**
2. **Parliament**
3. **Judiciary**
4. **Election Commission,**
5. **Attorney-General's Office**
6. **Public Service Commission**
7. **Comptroller and Auditor-General**
8. **Ombudsman**
9. **Anti-Corruption Commission**
10. **Local Government Institutions**

## **Non-state Institutions and Organisations**

1. **Political Parties**
2. **Industrial and Commercial Organisations in the Private Sector**
3. **NGOs and Civil Society**
4. **Family**
5. **Educational Institutions**
6. **Media**

## **Strategy for Attaining Integrity**

- This strategy paper
  - Identifies the contexts of and challenges faced by different state and non-state institutions/organisations;
  - Sets goals of the institutions to ensure integrity;
  - Makes short, medium & long-term recommendations for achieving the goals;
  - Suggests time-bound action plan for implementation of these recommendations.

## **Implementation Arrangements**

- 'Integrity Advisory Council' headed by Hon'ble PM at central level: Policy & overall directives;
- The Council has an 'Executive Committee' headed by Hon'ble Finance Minister;
- An unit to facilitate NIS implementation in the Cabinet Division;
- 'Ethics Committees' in all Ministries/Divisions and constitutional and statutory bodies;
- 'Focal point' in all these bodies;
- Monitoring implementation of Action plan with the help of FPs.

## **How NIS will work**

- Build awareness at demand and supply ends
- Enhance capacity at supply end
- Encourage institutions to take proactive measures
- Strengthen ownership and commitment of the institutions
- Develop mutual cooperation among actors
- Make integrity part of governance culture

**THANK YOU**

## DEVELOPMENT PLANNING AND THE EXPERIENCES OF BANGLADESH

Dr. Shamsul Alam  
Member  
General Economics Division (GED)  
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Government of the People's Republic of Bangladesh

## Outline of the Presentation

- 2
- *Development Philosophy of Bangladesh*
- *History of Development Planning in Bangladesh*
- *Development Planning/Strategy*
- *Development Plans/Other Plan Strategies in Bangladesh*
- *Long term Perspective Plan*
- *Sixth Five Year Plan*
- *Implementation Review of SFYP*
- *Annual Development Programme (ADP)*
- *Project Planning*

### 3

#### What is Development?

- *A specified state of growth or progress or advancement*
- *Changes in attitude, culture and living standard*
- *It usually refers to the adoption of new technologies, transition from agriculture based to industry based economy and general improvement in living conditions*

#### What is Growth?

- *An increase in the capacity of an economy to produce goods and services, compared from one period of time to another*
- *Accumulation of resources and increase in resources*

#### Why Development is Needed?

- *Social improvement and better living conditions*
- *Justice ensured for all*
- *Attaining peace and welfare*

## 4

### Development Philosophy of Bangladesh

**Growth with equity and social justice remains the overarching goal of our development strategy**

- Pursue inclusive growth strategy: specifically, the aim is to reduce poverty and income inequality by ensuring access of the poor to economic resources and employment;
- Reducing regional imbalance in development;
- Raising economic participation of Women and Youth as well as Disadvantaged.

## 5

### Overview

- Over the past 40 years since independence, Bangladesh has increased its real per capita income by more than 130 percent, cut poverty by more than half, and is well set to achieve most of the Millennium Development Goals.
- ✓ **Bangladesh State Constitution** (*Part II, Articles 9-20*)
- ✓ **Development Planning/Strategy** (*Perspective Plan, Five Year Plan, Poverty Reduction Strategy Paper, Annual Development Program etc.*)
- ✓ **Millennium Developments Goals (MDGs)** (*8 Goals, 22 Targets and 60 Indicators*).

## 6

### History of Development Planning in Bangladesh

- Indian Planning Commission 1950; Pakistan Planning Commission, 1953
- In 1956 a Provincial Planning Board was established under the United Front Government of the then East Pakistan and was renamed as East Pakistan Planning Department;
- It was an agency for formulating investment programmes and for negotiating with the Central Government of Pakistan for an adequate share of the financial resources for the development of East Pakistan;
- Planning Cell in 1971;
- After independence, Planning Commission of Bangladesh was established in January 1972;
- Project Implementation Bureau (PIB) in 1975;
- External Resource Mobilization was entrusted to ERD in 1975;
- The Planning Division in 1975;
- Planning cells in different Ministries/ Divisions in 1975.

## History of Development Planning in Bangladesh (contd.)

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- First Five Year Plan was adopted in 1973 (1973-78);
- After independence, Bangladesh followed socialist type economy and all industries were nationalized;
- Gradually private sector participation in industry was allowed.

## Bangladesh Constitution: Article 15

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- Article 15 of the Bangladesh Constitution requires that the country should follow the path of a planned economy for realizing its development objectives.
- 'It shall be a fundamental responsibility of the state to attain **through planned economic growth**, a constant increase of productive forces and a steady improvement in the material and cultural standard of living of the people, with a view to securing to its citizens –
- (a) the provision of the basic necessities of life, including food, clothing, shelter, education and medical care;
- According to the **Article 15**, the '**planned economic growth**' is a constitutional obligation for the Government of Bangladesh.

## Development Planning/Strategy

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- Accordingly, between FY1973 and FY2002 Bangladesh implemented 5 successive Five Year Plans and an interim Two Year Plan (1979–80).
- From FY2003 to FY2010, there was a deviation from the five year plan (period of plan holiday) to a process of shorter term Poverty Reduction Strategy Paper (PRSP).
- The present democratic Government led by Prime Minister Sheikh Hasina decided to switch back to the five year plan mechanism.

## Development Plans/Strategies in Bangladesh

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Plan Period (FY)	Plans	Av. Growth Target	Actual Growth	% Target
1973-78	First Five Year Plan	5.5	4.0	72.73
1978-80	Two Year Plan	5.6	3.5	62.50
1980-85	Second Five Year Plan	5.4	3.8	70.37
1985-90	Third Five Year Plan	5.4	3.8	70.37
1990-95	Fourth Five Year Plan	5.0	4.2	84.00
1997-02	Fifth Five Year Plan	7.0	5.1	72.86
2009-11	Steps Towards Change: National Strategy for Accelerated Poverty Reduction (NSAPR-II)	-	6.33	-
2011-15	Sixth Five Year Plan	7.3	6.36*	87.12

\* Average of first three years.

## Long term Perspective Plan

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- The present democratic government of Bangladesh has formulated the first-ever long-term "Perspective Plan of Bangladesh 2010-2021", adopting the Vision 2021 in building a happy and prosperous nation.
- The overarching vision of the Perspective Plan is to accelerate national development process that embodies a shared view of all citizens and a dream supported by will and action to transform it into reality.
- The fundamental objective of the Plan is poverty eradication through attainment of higher growth rates and to achieve middle income country status in real terms by 2021, the Golden Jubilee Year of national independence.
- It envisioned equitable and inclusive growth process where poverty will be at its lowest and regional development will be balanced.

## Long term Perspective Plan( Contd.)

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- It is a **strategic** document
- The plan will be implemented through the Sixth Five Year Plan (2011-2015) and the Seventh Five Year Plan (2016-2020)
- Formulated in consultation at the national, divisional, district levels with people from different walks of life including *farmers, labourers, ethnic people* and other marginalised and disadvantaged sections of the population, civil society members, administrators and policy makers, public and private enterprises, NGOs, and other interest groups, thereby making the document a **participatory** one.

## The Broad Goals of the Perspective Plan

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- Achieve middle-income country status by 2021 through sustained annual rate of GDP at 10 per cent by 2021.
- Eradicate illiteracy after 2014, by ensuring 100 per cent net enrolment at primary level, providing free tuition to degree level as soon as possible after 2013, and turn Bangladesh into a country of educated people with adequate skills in information technology.
- Substantially eradicate poverty by bringing down the number of people living below the poverty line to 13.5 percent of the population estimated at no more than 25 million.
- Ensure a minimum intake of 2,122k. cal/person/day of food for all and standard nutritional food to at least 85 percent of the population by 2021.
- Achieve self sufficiency in food by 2012.
- Change the sectoral composition of output with the shares of agriculture, industry, and services approximating 15 percent, 38 percent, and 47 percent respectively by 2021.

## The Broad Goals of the Perspective Plan (contd.)

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- Reduce maternal mortality to 1.5 per cent, raise the use of birth control methods to 80 per cent, and bring down infant mortality to 15 per thousand live births by 2021.
- Eradicate all contagious diseases and increase life expectancy to 70 years by 2021.
- Generate 8,500 MW of electricity by 2013, 11,500 MW by 2015, and make provisions to meet the expected demand for power of 20,000 MW by 2021, such that it ensures per capita energy consumption to rise to 600 kwh.
- Promote and deepen the application of information technology towards a digital Bangladesh.
- Ensure preservation, conservation, and restoration of all the historical monument/mass graves of martyred war veterans.
- Ensure protection of the environment by effectively meeting the challenges arising from climate change and preventing environmental degradation.

## Sixth Five Year Plan 2011-15: *Accelerating Growth and Reducing Poverty*

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- Government has decided that the vision of the Perspective Plan (2010- 2021) would be realized through two Five Year Plan documents;
- The Sixth Five Year Plan will be implemented during the period 2011-15 followed by the Seventh Five Year Plan 2016-2020;
- The Plan divided into three parts
  - Part I: Strategic Directions and Policy Framework
  - Part II: Sectoral Strategies, Programmes and Policies
  - Part III: Statistical Annex and Technical Framework
- Unique feature of the SFYP: *Living Document*

## SFYP 2011-15: Strategies

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- Acceleration of economic growth and employment
- Improving factor productivity through information technology
- Reducing the growth of population
- Ensuring food security
- Addressing the land constraint
- Managing the spatial dimension of growth
- Reducing income inequality
- Ensuring social protection for the under-privileged population
- Ensuring gender parity

## SFYP 2011-15: Strategies (contd.)

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- Ensuring environmental sustainability
- Improving governance
- Strengthening the civil service
- Establishing strong local government
- Strengthening public-private partnerships
- Improving the planning and budgetary processes
- Establishing a results-based monitoring and evaluation(M&E) system

## SFYP 2011-15: Targets

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### Income and Poverty

- Attaining average real GDP growth rate of 7.3% per year over the Plan period.
- Reduction in the head-count poverty ratio by about 10 percentage points (bring down to 22.5%).
- Creating good jobs for the large pool of under-employed and new labour force entrants by increasing the share of employment in the industrial sector from 17 percent to 25 percent.
- Increasing the contribution of factor productivity in economic growth to 10 percent.

## SFYF 2011-15: Targets (contd.)

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### Human Resource Development (Education, Health and Population)

- Achieving 100 percent net enrolment rate for primary education.
- Increasing enrolment rate in 12th class to 60%.
- Under 5 mortality rate to be reduced to 50 per 1000 live birth.
- Infant Mortality Rate to be reduced to 31 per 1000 live birth.
- Maternal Mortality Ratio to be reduced to 143 per 100,000 live births.
- Immunization, measles (percent of children under 12 months) to be increased to 100 percent.
- Births attended by skilled health staff to be increased to 50 percent.
- Reduction of Total Fertility Rate to 2.2
- Increasing Contraceptive Prevalence Rate to 72 percent.

## SFYF 2011-15: Targets (contd.)

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### Water and Sanitation

- Safe drinking water to be made available for all urban population.
- Proportion of rural population with access to safe drinking water to be increased to 96.5 percent.
- Proportion of urban population with access to sanitary latrines to be increased to 100 percent.
- Proportion of rural population with access to sanitary latrines to be raised to 90 percent.

## SFYF 2011-15: Targets (contd.)

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### Energy and Infrastructure

- Generation of electricity to be increased to 15,457 MW by FY15 such that the target of 20,000 MW electricity generated by FY21 is attained.
- Electricity coverage to be increased to 68 percent.
- To increase energy efficiency by 10%
- Improve railways and waterways as energy efficient multi-modal transport system to reduce carbon emission.
- Production of natural gas to reach about 4500 mcmcf by December 2015
- Expanding access of the poor to primary and secondary energy sources through affordable pricing and targeted distribution.
- Construction of 6.15km. long Padma Multipurpose Bridge at Mawa-Janjira;
- Construction of about 26 km. long Dhaka Elevated Expressway.

## SFYF 2011-15: Targets (contd.)

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### Gender Equality and Empowerment

- Female to male ratio in tertiary education to be raised from current 32 percent to 60 percent.
- The ratio of literate female to male for age group 20-24 to be raised to 100 percent from the current 85 percent.

## SFYF 2011-15: Targets (contd.)

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### Environmental Sustainability

- Increase productive forest coverage by 2 percentage points.
- Treat all urban waste water by FY15 to clean river waters.
- Promote Zero discharge of industrial effluents.
- Urban wetlands are restored and protected in line with Wetland Conservation Act.
- 500 meter wide permanent green belt established and protected along the coast
- Eco-tourism promoted at least in 15 protected areas and ECAs
- Environmental, Climate Change and disaster risk reduction considerations are integrated into project design, budgetary allocations and implementation process.
- Canals and natural water flows of Dhaka and other major cities restored.

## SFYF 2011-15: Targets (contd.)

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### Information and Communications Technology (ICT)

- Increase public spending on Research and Development to 1 percent of GDP by FY15 and 1.4 percent by FY 21.
- Establish compulsory ICT education at secondary level by FY13 and extend it to the primary level by FY21.
- Establish tele-centre/community e-centre with internet facilities at all union level.
- Introduce of E-governance at all executive levels of government and at all district level.
- Raise telephone density to 70 percent.
- Expand Broad Band to 30 percent.
- Introduce Wireless Broad Band (Wi Max) across the country.
- Introduce digitalization of land records



## Macroeconomic Targets of SFYP & Perspective Plan

Macroeconomic Indicators	Benchmark FY10	Target FY15	Target FY21
Real GDP Growth (%)	6.1	8.0	10.0
CPI inflation (%)	7.5	6.0	5.2
As percent of GDP			
Gross Investment (%)	24.4	32.5	38.0
Gross National Savings (%)	30.0	32.1	39.1
Total government revenue (%)	10.9	14.6	20.0
Total government expenditure (%)	14.6	19.6	25.0
Exports (billion \$)	16.2	38.8	82.0
Imports (billion \$)	21.4	52.8	110.5
Remittances (billion \$)	10.9	17.8	38.5
Unemployment rate (%)	30.0	20.0	15.0
Poverty (head count, %)	31.5	22.5	13.5

## Implementation Review of SFYP

- A monitoring and evaluation framework has been incorporated in the first part of the plan document. It has identified 35 indicators under 9 thematic areas to monitor the plan. Based on this monitoring and evaluation framework necessary adjustments will be made in the strategies and programmes of the SFYP.
- The Sixth Five Year Plan (FY2011-FY15) has come into effect since July 2010 So, GED took initiative to review its progress to see the overall performance of the economy in relation to benchmark year (2010) and the projections of the Sixth Five Year Plan.
- During the first two years of the Plan, the outcomes achieved suggest a mixed record of performance.

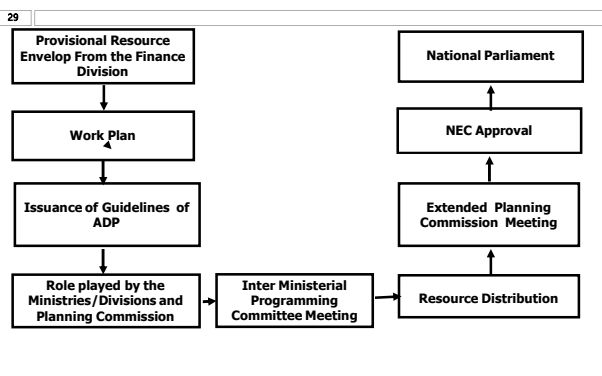
## Implementation Review of SFYP(contd.)

- The GDP growth was on target in FY11 (6.71%) but somewhat lower than planned in FY12 (6.32).
- On the other hand, there has been a significant improvement of physical and socio-economic areas like education, health, water & sanitation, forestry, information & communication technology etc.

## Annual Development Programme (ADP)

- ADP is the tools of the Government through which resources are allocated to different Development Projects/Programme under different ministries/divisions with a view to achieve the National Goals specified in the short, medium and long term planning documents of the Country (PRS, FYP, Perspective Plan etc.)
- Two types projects namely Investment Projects and Technical Assistant Projects form the list of ADP
- A simplified series of steps in the formulation Process of Annual Development Programme given in the next slide

## Steps for Preparation of ADP



## Implementation of ADP

(In crore Tk)

Year	Original Allocation	Revised Allocation	Actual Expenditure	Expenditure as % of Revised Allocation
2005-06	24500	21500	19473	91.0
2006-07	26000	21600	17917	83.0
2007-08	26500	22500	18450	83.8
2008-09	25600	23000	19688	85.5
2009-10	30500	28500	25917	90.9
2010-11	38500	35830	32949	92.0
2011-12	46000	41080	37878	92.0
2012-13	55000	52366	24197	44.0*

Source: IMED, Ministry of Planning. Data are based on revised ADP. \*Provisional figure has provided by IMED for FY 2012-13 (Up to February 13)

## Project Planning

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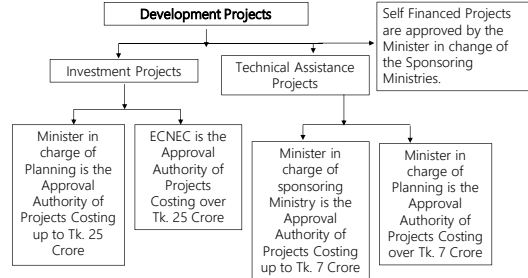
### Definition of Project

- A set of **related activities** undertaken **for a specific time** to achieve some **predefined objectives** using certain amount of **resources**.
- Projects are taken for creating new resources (i.e. to solve a particular problem or development challenge) and not for operating organizations regular functions (i.e. organizations recurrent functions).

## Project Planning (contd.)

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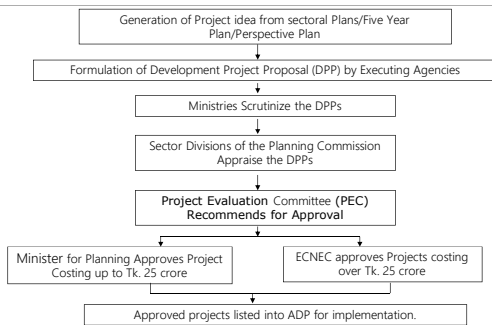
### Classification of Projects



## Project Planning (Contd.)

### Steps involved in Investment Projects Processing / Approval Process

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## Summary of Project Approval

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Actions	Who is Responsible
Project conceptualization and project design	Planning Wing/ Cell of the Executive Agency
Preparation of the detailed techno-economic-financial appraisal report for a project and submission to the Sponsoring Ministry/ Division in DPP format	Executive Agency (EA)
Submission to the relevant sector division of the Planning Commission after necessary examination, modifications and corrections	Sponsoring Ministry/ Division (SM/D)
Return of DPP to the Sponsoring Ministry/ Division, if it is incomplete or grossly lacks vital information	Relevant sector division of the PC
Processing of DPP by PC and submission to PEC after necessary appraisal	Sector Division of PC
Issue of PEC meeting minutes/ decisions	Sector Division of PC
Submission of recast DPP on the basis of PEC comments to the PC	Sponsoring Ministry/ Division (SM/D)
Submission of DPP up to TK 25 crore to PC for approval	Sector Division of PC
Submission of DPP above TK 25 crore to ECNEC for approval	Sector Division of PC

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THANKS

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Any Question?

# A Primer on PDCA as a Tool for Strategic Planning

Compiled and presented by:

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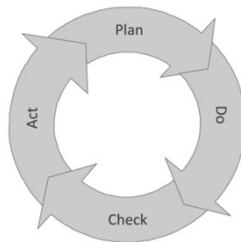
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## The Basic Facts and Contexts

- PDCA (plan–do–check–act or plan–do–check–adjust; Deming cycle, Shewhart cycle, O[Observation]PDA):
- A 4-step management and strategic planning method; often deals with ‘change’ and ‘organizational process improvements’
- Typically targeted to businesses for the control and continuous improvement of processes and products.
- The PDCA Cycle encourages managers to be methodical in their approach to problem solving and implementing solutions
- Often makes sense to run a well-crafted pilot project.

## The Typical PDCA Cycle

- Plan: Identifying and analyzing the problem.
- Do: Developing and testing a potential solution.
- Check: Measuring how effective the test solution was, and analyzing whether it could be improved in any way.
- Act: Implementing the improved solution fully.



## Understanding the Steps

### Step 1: Plan:

- *Precise identification of the problem. Use of various problem analysis tools to really get to the root of it. Mapping the process at the root of the problem. Drawing together any other that information that will help you start sketching out solutions.*

### Step 2: Do:

- Generate possible solutions.
- Select the best of these solutions, perhaps using techniques like Impact Analysis
- Implement a pilot project on a small scale basis, with a small group, or in a limited geographical area, or using some other trial design appropriate to the nature of your problem, product or initiative.  
*Note: "Do" means "Try" or "Test". It does not mean "implement fully." Full implementation happens in the "Act" phase.*

## Understanding the Steps (Continued)

### Step 3: Check:

- *Measure how effective the pilot solution has been, and gather together any learning from it that could make it even better. Depending on the success of the pilot, the number of areas for improvement that have identified, and the scope of the whole initiative, one may decide to repeat the "Do" and "Check" phases, incorporating additional improvements.*
- *Once finally satisfied that the costs would outweigh the benefits of repeating the Do-Check sub-cycle any more, one can move on to the final phase.*

### Step 4: Act:

- *Implement your solution fully. However, the use of the PDCA Cycle doesn't necessarily stop there. If the PDCA is used as part of a continuous improvement initiative, one needs to loop back to the Plan Phase (Step 1), and seek out further areas for improvement.*
- *Note: "A" is also referred to as "Adjust". This helps trainees to understand that the 4th step is more about adjusting/correcting the difference between the current state and the planned state instead of thinking that the "A" is all about action and implementation (which actually happens in the second ("D") stage)*

- Selected references:

R. Moen and C. Norman (undated) *Evolution of the PDCA Cycle*, Associates in Process Improvement, USA

[http://www.mindtools.com/pages/article/newPPM\\_89.htm](http://www.mindtools.com/pages/article/newPPM_89.htm)

With **CORRUPTION** everyone pays.

**Corruption as a Violation of Human Rights in South East Europe**  
The case of Bosnia and Herzegovina


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**Corruption and Human Rights**

Corruption is a global phenomenon. However, it does not affect all societies/countries in the same way.

It is the *scale* to which it affects an average or a non-privileged citizen in her/his everyday life that makes the difference across the societies/states.

It is precisely in this sense that the corruption is brought into connection with Human Rights...and Human Dignity




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**Definition**

**Etymology:**  
mid-14c., from O.Fr. 'corrupt' "unhealthy, corrupt; uncouth" (of language), and directly from L. 'corruptus', pp. of 'corrumpere' - "to destroy; spoil," figuratively "corrupt, seduce, bribe," from com-, intensive prefix (see com-), + rup-, pp. stem of rumpere "to break" (see rupture)  
(Source: **Online Etymology Dictionary**: <http://www.etymonline.com/index.php?term=corrupt>)

- "...an impairment of integrity, virtue, or moral principle;..."

...The act of doing something with intent to give some advantage inconsistent with official duty and **the rights of others**"  
(Source: **Black's law Dictionary, Eight Edition, p.371**)

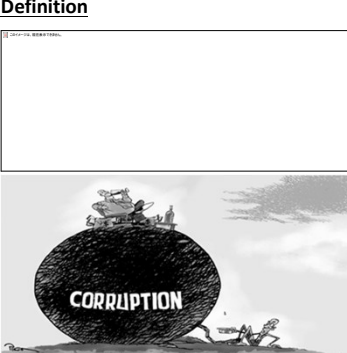


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**Definition**

**Petty corruption** also called "low" and "street" corruption indicates the kinds of corruption that people experience in their encounters with public officials and when they use public services (hospitals, schools, local licensing authorities, police, tax offices, etc.

**Grand corruption** refers to the corruption of heads of state, ministers, and top officials and usually involves large amounts of assets.



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**Definition**

- The **sociological** notion of corruption is different from the **legal** one.  
In sociological sense, corruption is **any process in which at least two persons act to the detriment of public interest by means of unlawful transactions for the purpose of personal gain.**
- In **legal** sense there is no single definition of corruption, but a whole range of criminal acts described as „criminal acts of corruption“ against the protected entity.“


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**Definition**

**Transparency International (TI)** defines corruption as the abuse of entrusted power for private gain.

([http://www.transparency.org/news\\_room/faq/corruption\\_faq](http://www.transparency.org/news_room/faq/corruption_faq))

This definition encompasses corrupt practices in both the public and private sectors.



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The Transparency International Corruption Perceptions Index (CPI) ranks countries according to the perception of corruption in the public sector. The CPI is an aggregate indicator that combines different sources of information about corruption, making it possible to compare countries.

...includes questions relating to **bribery**, **kickbacks** in public procurement, **embezzlement** of public funds, and questions that probe the strength and effectiveness of **public sector and anti-corruption** efforts.

For 2009 Corruption Perception Index see: [http://www.transparency.org/policy\\_research/surveys\\_indices/cpi/2009/cpi\\_2009\\_table](http://www.transparency.org/policy_research/surveys_indices/cpi/2009/cpi_2009_table) ;  
For 2010 Corruption Perception Index see: [http://www.transparency.org/policy\\_research/surveys\\_indices/cpi/2010](http://www.transparency.org/policy_research/surveys_indices/cpi/2010)

### Measuring Corruption



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### Measuring Corruption

• TI examines **the perception**.

• Perceptions are used because corruption – whether frequency or amount is to a great extent a hidden activity that is difficult to measure. Over time, perceptions have proved to be a reliable estimate of corruption. Measuring scandals, investigations or prosecutions, while offering 'non-perception' data reflect less on the prevalence of corruption in a country and more on other factors, such as freedom of the press or the efficiency of the judicial system.

It **does not examine** real experience of the people nor does it examine thoroughly the '**favoritism**'-based forms of corruption (those that involve no money transactions) - e.g. the **undue trading in favors and influence**, **nepotism**, **cronyism** and other '**connections**'-based practices.



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### Measuring Corruption

- **Corruption in the Western Balkans** – a public sector bribery survey by **United Nations Office on Drugs and Crime (UNODC)**-released **17 May 2011**  
<http://www.unodc.org/unodc/en/press/releases/2011/May/unodc-issues-new-report-on-corruption-in-the-western-balkans.html>

- "It captures the **actual experience** – not the perception of ordinary citizens and how bribery affects their dealings with the public administration."
- However, it focuses on one single form of corruption – the **bribery**, while only making a few references to non-financial forms of corruption (the undue trading in influence and favors) such as nepotism and cronyism.

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### Measuring Corruption

- UNODC report on Corruption in Western Balkans – reference to 'connections' (**nepotism** and **cronyism**):

*"Only 10 per cent of those who did not get the job believe that the selection was made on merit, while most think that other factors such as **cronyism** or **nepotism** (59%) or **bribery** (17%) played a decisive role. These are, however, only perceptions and do not necessarily reflect the real extent of such factors, but they do express a negative opinion and expectation about certain practices, which can, in turn, have an effect on certain behaviors"*

(Source: **Corruption in the Western Balkans: BRIBERY AS EXPERIENCED BY THE POPULATION**, United Nations Office on Drugs and Crime, [http://www.unodc.org/documents/data-and-analysis/statistics/corruption/Western\\_balkans\\_corruption\\_report\\_2011\\_web.pdf](http://www.unodc.org/documents/data-and-analysis/statistics/corruption/Western_balkans_corruption_report_2011_web.pdf) )

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### Corruption as a violation of Human Rights

- UN treaty bodies and UN special procedures have concluded that, where corruption is widespread, states cannot comply with their human rights obligations

(Source: *Committee on Economic, Social and Cultural Rights [ICESCR]* E/C.12/1/ADD.91, CESCR, 2003, paragraph. 12; also :UN Special Rapporteur on independence of judges and lawyers in E/CN.4/2006/52/Add.4, paragraph 96. in **International Councilon Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection**:[http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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### Corruption as a violation of Human Rights

However, these statements are generally framed in **broad terms**.

The extent to which acts of corruption directly violate human rights, or lead to violations, is rarely defined or explained.

Little work has been done to describe in precise terms what the links are between acts of corruption and violations of human rights.

(Source: International Council on Human Rights Policy and Transparency International, **Corruption and Human Rights: Making the Connection**: [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf) , p.23)

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### Corruption as a violation of Human Rights

- In order to apply the human right framework with potential effect in law, it is necessary to distinguish between:
- **Direct violations of Human Rights by means of corrupt practices**
- **Indirect violations of Human Rights by means of corrupt practices**
- **Remote violations (where corruption is one factor among others) by means of corrupt practices**

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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### Corruption as a violation of Human Rights

#### **Direct violations of Human Rights by means of corrupt practices:**

- Corruption may be linked directly to a violation when a corrupt act is deliberately used as a means to violate a right.
- *...a bribe offered to a judge directly affects the independence and impartiality of that judge and hence violates the right to a fair trial...* When an official has not deliberately caused the harm in question, due diligence becomes the test. If a violation of human right was foreseeable, did officials exercise reasonable diligence (all the means at their disposal) to prevent it?

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### Corruption as a violation of Human Rights



*...when an individual must bribe a doctor to obtain medical treatment at a public hospital, or bribe a teacher at a public school to obtain a place for her child at school, corruption infringes the rights to health and education...*

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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### Corruption as a violation of Human Rights

#### **Indirect violations of Human Rights by means of corrupt practices:**

- Corruption as an essential factor contributing to a chain of events that eventually leads to violation of a right
- *... if public officials allow the illegal importation of toxic waste from other countries in return for a bribe, and that waste is placed in, or close to, a residential area. The rights to life and health of residents of that place would be violated, indirectly, as a result of the bribery...*

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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### Corruption as a violation of Human Rights

#### **Remote violations (where corruption is one factor among others) by means of corrupt practices:**

- When corruption during an electoral process raises concerns about the accuracy of the final result, social unrest and protests may occur and these may be repressed violently.

In such a case repression of the social protests may cause serious violations of human rights (for example, the rights to life, prohibition of torture and ill treatment and freedom of assembly).

Nonetheless, the electoral corruption would not necessarily be the only or determining cause of such riots or their repression



### Corruption as a violation of Human Rights

- To determine whether a particular corrupt practice violates a human right, it is first necessary to establish the scope and content of the human right's obligation in question and whether it derives from domestic law, international treaty, custom, or general principles of law.

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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### Corruption as a violation of Human Rights

- States have three levels of obligation in relation to human rights:
- *The obligation to respect*
- *The obligation to protect*
- *The obligation to fulfill*

(Source: International Council on Human Rights Policy and Transparency International, Corruption and Human Rights: Making the Connection; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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### Corruption as a violation of Human Rights

**The Right to Equality and Non-discrimination** is of particular importance in the context of the corruption in South Eastern Europe for two reasons:

- It pertains to a form of corruption that is most challenging in terms of proving (*favoritism*-based forms of corruption- the so called 'connections'- e.g. undue trading in favors and influence, nepotism and cronyism), and
- *Favoritism-based corruption (Undue trading in influence and favors, cronyism, nepotism and other forms of personal connections*- the so called "*Štela*") - the most prevalent form of corruption in the Balkans, affecting directly the quality of everyday life of the ordinary citizens of this region, especially the connections-poor ones. It stems from cultural habits of immediate/close social ties, generally **exclusive social ties**.

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### Corruption as a violation of Human Rights

- The UN Human Rights Committee has defined discrimination as "*any distinction, exclusion, restriction or preference which is based on any ground such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status, and which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise by all persons, on an equal footing, of all rights and freedoms*".

By definition, corruption has both a discriminatory purpose and a discriminatory effect... it creates distinctions, or excludes, restricts or prefers, in ways that impede individuals from exercising one or more rights...

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### Corruption in South Eastern Europe (The Balkans)



Characteristics specific to the countries in SEE:

- Public sector operations are non-transparent, performance is poor and distrust of the citizens towards public officials is high.
- The collapse of the Communist regimes left behind an over-extended public sector and high expectations in the population that it will receive assistance in all walks of life (a "*premature welfare state*", as it was called)
- The combination of weakness, lack of transparency and overburdening in the SEE public sectors constituted fertile ground for both petty and large-scale corrupt practices.

(Source: SELDI - Corruption Monitoring System, <http://www.seldi.net/indexes.htm>)

### Corruption in SEE (The Balkans)



"No country of South Eastern Europe can afford the social, political and economic costs that bribery and corruption entail. As such, the fight against bribery and corruption has moved to the top of the regional political agenda"

(Source: Regional Anti-Corruption Initiative, Stability Pact for South Eastern Europe, <http://www.stabilitypact.org/anticorruption/>)

### Corruption in SEE (The Balkans)

- "*The freeze in 2008 of considerable amounts of EU funds previously allocated to Bulgaria, due to a lack of progress in anti-corruption and judicial reform, seems to have strengthened the European Commission position in its demands for reform.*"
- *EU progress reports on accession candidates issued in October 2009, reflect to a large extent, the 2009 CPI ranking."*

(Source: Transparency International, Corruption Perceptions Index 2009, South Eastern Europe, Eastern Europe and Central Asia, [http://www.transparency.org/policy\\_research/surveys\\_indices/cpi/2009/cpi\\_2009\\_table](http://www.transparency.org/policy_research/surveys_indices/cpi/2009/cpi_2009_table))

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### Corruption in SEE (The Balkans)



“Of all citizens who reported the payment of a bribe, 43 per cent said that they instigated the offer to bribe a public official, while a similar number (45 per cent) noted that it was the public officials who either implicitly or explicitly made the request.”

(Source: UNODC: ‘Corruption in the western Balkans...’ <http://www.unodc.org/unodc/en/press/releases/2011/May/unodc-issues-new-report-on-corruption-in-the-western-balkans.html> )

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### Corruption in Bosnia and Herzegovina

- “Bosnia and Herzegovina has made limited progress in tackling corruption, which is widespread throughout the public and private sectors, affecting the judiciary, tax and customs administrations, public procurement, and privatization...”
- ...Some measures have been taken to prevent corruption (e.g. on awareness-raising, education and training).
- However, corruption is prevalent in many areas and remains a serious problem throughout the public and private sectors. Anti-corruption policies and measures are not adequately implemented.”

(Source: European Commission, Commission Staff Working Document, *Bosnia And Herzegovina 2010 Progress Report* accompanying the Communication from The Commission To The European Parliament and The Council Enlargement Strategy and Main Challenges 2010-2011, pp. 14-15: <http://www.delibih.ec.europa.eu/files/docs/2010progress2.pdf>.)

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### Corruption in Bosnia and Herzegovina

- The only three active legal mechanisms at the disposal of citizens to report cases corruption are the *Law on Conflict of Interest*, *Law on freedom of access to information* and toll –free numbers to report the cases of corruption such as that of *Transparency International BiH* or at the Police, in addition to the CPC BiH.

(Source: *The Prosecutor’s Office of BiH*: <http://www.tuzilastvobih.gov.ba/?opcija=sadrzaj&kat=4&id=41&jezik=:>  
*Ministry of Justice of Bosnia and Herzegovina*: <http://www.mpr.gov.ba/en/str.asp?id=253>)

- However, the majority of citizens included in the *2009 TI BiH survey* think that the *Law on conflict of interests* is inefficient, while only half of them heard of the *Law on freedom of access to information*, of which the overwhelming majority had never referred to and never asked for information from the authorities.

- As for the toll-free numbers available to citizens for reporting the corruption cases, it is to be expected that with such perception, very few citizens would dare reporting corruption over the phone.
- (Source: *Transparency International*: <http://www.ti-bih.org/Articles.aspx?ArticleID=0BB1D804-0570-4648-A3BD-506D457FDC75>)

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### Corruption in Bosnia and Herzegovina

#### Criminal Code of Bosnia and Herzegovina, XIX Chapter NINETEEN CRIMINAL OFFENCES OF CORRUPTION AND, CRIMINAL OFFENCES AGAINST OFFICIAL DUTY OR OTHER RESPONSIBLE DUTY

Includes sanctions against the following forms of corruption:

- Accepting Gifts and Other Forms of Benefits
- Giving Gifts and Other Forms of Benefits
- Illegal Interceding
- Abuse of Office or Official Authority
- Embezzlement in Office
- Illegal Collection and Disbursement, etc.

(Source: <http://www.iccnw.org/documents/criminal-code-of-bih.pdf> )

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### Corruption in Bosnia and Herzegovina

- *Transparency International Bosnia and Herzegovina survey* presented in September 2009, (‘Promoting anti-corruption reforms’):

- “... a great majority of citizens emphasize the problem of corruption in employment procedures, and the alarming fact that more than half of those questioned (57%) personally know the people, whom they are certain of being employed through connections or nepotism in some municipal, cantonal, entity or state institutions, organizations or public companies.”

(Source: *Transparency International, 2009, Promoting anti-corruption reforms*; <http://www.ti-bih.org/Articles.aspx?ArticleID=0BB1D804-0570-4648-A3BD-506D457FDC75>)

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### Corruption as a violation of Human Rights in Bosnia and Herzegovina

#### ‘Štela’ (‘Connections’)- a Favoritism-based corruption prevalent in BIH

-an exclusive social capital and a discrimination

Particularly widespread sociological form of corruption is the favoritism-based form of corruption, popularly known as ‘connections’ (*cronyism, nepotism and undue trading in influence and favors*)

known in Bosnia and Herzegovina colloquially as ‘štela’.

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### Corruption as a violation of Human Rights in Bosnia and Herzegovina

- The relationship of '*štela*' between two people acts as an unwritten contract and involves obligations that may, or may not, be financial. It derives from *immediate social ties*, and the use of it is widely spread throughout all layers of post-war Bosnian society and present in most relationships between people and service providers in BH, as well as between people in all other interactions.

(Source: UNDP: National Human Development Report – *The Ties That Bind: Social Capital in Bosnia and Herzegovina*, (<http://www.undp.ba/index.aspx?PID=36&RID=90>))

### Corruption as a violation of Human Rights in Bosnia and Herzegovina

- The (ab)use of 'Connections' ( '*štela*' ) is by no means peculiarity of the post-war society of BH. However, what is significant in BiH is the scope of the phenomenon, where it appears to pervade so entirely so many situations.
- It is the degree to which '*štela*' acts as disincentive, reduces the quality of services, blocks access to services and encourages corruption that is of such concern.

(Source: UNDP: National Human Development Report - *The Ties That Bind: Social Capital in Bosnia and Herzegovina* (<http://www.undp.ba/index.aspx?PID=36&RID=90>))

### Corruption as a violation of Human Rights in Bosnia and Herzegovina

- Not only does '*štela*' produce inequalities, but it also significantly disempowers individuals.
- It creates a vulnerable group that has not been addressed much so far, at least not as a vulnerable group-the connections-poor citizens, individuals that do not practice 'using pulls'/'connections'/'favoritism' when attempting to obtain goods, services, or even rights that they are legally entitled to.

### Corruption as a violation of Human Rights in Bosnia and Herzegovina

- The UNDP: *Ties That Bind-Social Capital in Bosnia and Herzegovina* survey (<http://www.undp.ba/index.aspx?PID=36&RID=90>) questionnaire included both direct and indirect questions about '*štela*'. The direct measure involved what degree people believe access to services requires *štela*.
- 95% of survey respondents reported that having '*štela*' is always or sometimes useful for access to basic social services.
- Nearly everyone said having '*štela*' is useful in obtaining most basic services, including access to education, employment and health care.

### Corruption as a violation of Human Rights in Bosnia and Herzegovina

- 85.7% of people see *personal connections* as the only way to get a job and most people use family connections in their search for employment.
- More than one third of employed respondents said they had found their job through personal connections.

(see the table at : UNDP: National Human Development Report – *The Ties That Bind: Social Capital in Bosnia and Herzegovina*, <http://www.undp.ba/index.aspx?PID=36&RID=90>)

### Connection between Sociological/Cultural and Legal/Criminological notions of corruption and its impact on Human Rights

- "Corruption (in the Balkans) also means something different (than in the West). Westerners think of corruption as the (often illegal) use of resources for the benefit of the few at the expense of the many. In the Balkan context, what Westerners call corruption is seen as the customary tool of political organization. No one holds the expectation that resources will be fairly distributed. The spoils go to the winners, and therefore people are not trying to change the system. They are trying to belong to it."

(Niemann Reports, '*Where Western Perceptions Clash With Eastern European Realities*' by Drew Sullivan - <http://www.niemann.harvard.edu/reports/article/102593/Where-Western-Perceptions-Clash-With-Eastern-European-Realities.aspx>)

**Connection between Sociological/Cultural and Legal/Criminological notions of corruption and its the impact on Human Rights**

- when a payment or gift is made to a health worker, it is difficult to say whether the purpose of the payment was to obtain treatment, to save time, to ensure proper treatment by corrupt means, or to express gratitude. There is a *fine line* here that should be analyzed carefully.

(Source: United Nations Office on Drugs and Crime (UNODC): <http://www.unodc.org/unodc/en/press/releases/2011/May/unodc-issues-new-report-on-corruption-in-the-western-balkans.html>)

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**Recommendations**

**Specific:**

- **IHRCP + Transparency international:**
- **Protection of Human Rights and Anti-corruption advocates**
- **The Rights of Anti-Corruption Advocates that Are Often Violated:**
- *Freedom of opinion and expression*
- *Right to liberty and the right to personal security*

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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**Recommendations**

- **Protection from the politicization of anti-corruption campaigns:**

Human rights mechanisms can be used as a means to protect anti-corruption advocates and prevent abuses

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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**Recommendations**

- Two of the UN mechanisms of protection are particularly relevant for anticorruption advocates: the treaty bodies and the "special procedures"
- The main *Charter-based mechanisms* are the *Universal Periodic Review (UPR)* and the *Special Procedures* (Special Rapporteurs, Independent Experts and Working Groups) of the Human Rights Council.
- The *Treaty-based mechanisms* are committees created under the terms of international human rights treaties to supervise and monitor compliance with those treaties. They include the Human Rights Committee, the Committee on Economic, Social and Cultural Rights, and the Committee on the Rights of the Child

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**Recommendations**

- There are four kinds of treaty-based mechanisms: (a) a *reporting procedure*; (b) an *inter-state procedure*; (c) an *inquiry procedure*; and (d) a *complaints procedure*.

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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**Recommendations**

- **Collaboration between HR and Anti-corruption organizations**
- **Raising awareness and empowering people**
- **Enforcement of existing law and the creation of new law and codes of conduct**
- **Apply new analytical techniques: Budget monitoring**

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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### Recommendations

- **Zoom in: give attention to local government**
  - Clientelism and patronage are one of the greatest challenges at local government level.
- Human rights organizations can play an essential role in monitoring corruption in local governments and assisting communities and the public to identify and denounce it. When doing so, they should give special attention to disadvantaged groups, minorities and less organized groups (*including the network-poor and the connections-poor, as neglected marginalized groups, o.p. A.A.*).

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### Recommendations

- **Zoom in: give attention to local government**
  - opportunities to use inventive techniques – use of radio and theatre, and adoption of participatory investigation techniques and innovative methods for gathering information.

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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### Recommendations

- **Engage the Media**
  - While on one hand the media in BiH generally provides very frequent and detailed reporting on corruption, the ethical (non-political) motives for such reporting is questionable.

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

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### Recommendations

- **Engage the Media**
  - *"Almost all media—organizations and journalists—have political connections either directly through the political parties or indirectly through oligarchs and organized crime..... Ordinary people were seldom included in stories and how an issue affected them was rarely reported. Instead, members of the political elite set the news agenda and were the ones who were quoted and portrayed in stories..."*

(Source: Nieman Reports, 'Where Western Perceptions Clash With Eastern European Realities' by Drew Sullivan - <http://www.nieman.harvard.edu/reports/article/102593/Where-Western-Perceptions-Clash-With-Eastern-European-Realities.aspx>)

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### Recommendations

- **Engage the Media**
  - "... ..politicians might squander public resources while enriching themselves but technically their actions were not illegal. As a consequence, many reporters felt this was not a story because the activities were not illegal. I invented the term "**legal corruption**" to address these cases and change the reporters' perceptions..."*

(Source: Nieman Reports, 'Where Western Perceptions Clash With Eastern European Realities' by Drew Sullivan - <http://www.nieman.harvard.edu/reports/article/102593/Where-Western-Perceptions-Clash-With-Eastern-European-Realities.aspx>)

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### Recommendations

- **Engage the Media**
  - ...Where we have succeeded is in bringing together a number of like-minded journalists who have the desire to expose corruption and reveal the activities of organized crime figures—all in an effort to inform the public..."*

(Source: Nieman Reports, 'Where Western Perceptions Clash With Eastern European Realities' by Drew Sullivan - <http://www.nieman.harvard.edu/reports/article/102593/Where-Western-Perceptions-Clash-With-Eastern-European-Realities.aspx>)

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### Recommendations

#### • **Set an example**

- NGOs and other institutions also need to take steps to avoid becoming corrupt themselves.
- Human rights organizations and NHRIs should be financially transparent themselves
- Information needs to be socially contextualized, information available in an appropriate form to those who have a legitimate interest in their work.
- Codes of conduct that clearly identify and sanction corrupt forms of behavior, promote good practices (on recruitment of staff for example), and protect staff when attempts are made to corrupt them, may be useful.

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

### Challenges human rights organizations may confront

- **Structural corruption and low salaries**
- **Ensuring credibility**
- **Rights-awareness training and confidence-building**
- **The limits of access to information laws**
- **Weak prosecutors and anti-corruption offices:**  
The engagement of international prosecutors at the Department for Organized crime, Economic Crime and Corruption of the Prosecutor's Office of BiH was terminated over a year ago. No alternative mechanism was put in place to empower and protect local prosecutors  
Consider re-empower the international anti-corruption intervention by all available means, coupled with international support to those genuinely anti-corruption-focused NGO's, (observation by A.A.)
- **Working beyond borders**

(Source: International Council on Human Rights Policy and Transparency International, *Corruption and Human Rights: Making the Connection*; [http://www.ichrp.org/files/reports/40/131\\_web.pdf](http://www.ichrp.org/files/reports/40/131_web.pdf))

### General Recommendations

#### **Addressing the "everyday corruption" (corruption at the Public Administration/Local Gvmt. level):**

- Fighting corruption (specifically 'connections') at this level might be addressed through creation of independent ethical bodies to monitor ethical codes and internal rules in the public services sector such as Public Health Institutions, Schools, Municipalities, etc.
- So far, citizens do not have any objectively impartial body or mechanism to address their complaints in public institutions, as the complaint books are controlled by the very same public institutions charged by citizens for favoritism.

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### General Recommendations

#### **Addressing Sociological/cultural elements of corruption:**

##### **- Empowering ethical reasoning in the society**

- Introduction of Ethics throughout the entire schooling system, social networks and media should be seriously taken into consideration, as a mechanism to empower anti-corruption and other Ethical values inside the value system of the society.

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### General Recommendations

#### **Addressing Sociological/cultural elements of corruption:**

##### **- Empowering ethical reasoning in the society**

- *"Although an act is committed within legal parameters it may lie outside moral boundaries. A corrupt act can be camouflaged by lawful justification. For example, 'undue emphasis on narrow legalism has obscured more subtle yet costly manifestations of misgovernance' where "'legal corruption" may be more prevalent than illegal forms."*

(Source: D. Kaufmann, September 2006, *Corruption, Governance and Security. In: World Economic Forum. Global Competitiveness Report 2004/2005.*)

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### General Recommendations & Conclusion

#### **Addressing Sociological/cultural elements of corruption:**

##### **- Empowering ethical reasoning in the society**

- *"Corruption encompasses undue influence over public policies, institutions, laws and regulations by vested private interests at the expense of the public interest. Cultural change, rather than legal change, may be necessary to impede corrupt behaviour. Non-corrupt actions may be within the letter of the law but do not account for the spirit of the law. The legal approach diminishes the role of moral discretion and is constrained by clearly defined edicts."*

(Source: Elaine Byrne, 2007: *'The Moral and Legal Development of Corruption: Nineteenth and Twentieth Century Corruption in Ireland'*, PhD Thesis, University of Limerick, <http://elaine.ie/2009/07/31/definitions-and-types-of-corruption/> )

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**Epilogue: The Visible Violations of Human Rights by Corruption**



Queues in public health institutions encourage the practice of Patients seeking 'connections' in order to obtain preferential treatment, which often includes basic kindness by medical staff, and even kindness is often lacking in interactions with 'ordinary patients', patients with no 'connections'. Such practice clearly creates *discrimination*.

**Epilogue: The Visible Violations of Human Rights by Corruption**



Begging has become particularly widespread in Bosnia and Herzegovina in the after-war period, and there is no sufficient transparency from the relevant Public institutions as to whether or not there have been funds designated to fighting poverty and begging, as well as no transparent declaration of funds designated both locally and internationally for this purpose.

**Epilogue: The Visible Violations of Human Rights by Corruption**



**Private houses built on a cultural/historical heritage site!**

Not only is this contrary to legal and ethical principles, but is also contrary to aesthetical ones, and violations of ethics often go hand in hand with the violation of aesthetics.

**Epilogue: The Visible Violations of Human Rights by Corruption**



**Illegal building has become particularly widespread in the after-war period in Bosnia and Herzegovina.**

Not only are they contrary to any decent urban development standards, but they are often endangering human lives too, as they are often "allowed" by the authorities to be built at the land slides!

**This is the price of authorities turning a blind eye... or being bribed (corrupt)?**

**Epilogue: The Visible Violations of Human Rights by Corruption**



**Cars parked on pavement!**

**Negligence/indolence? Poor country's living standards?...or perhaps some corruption too on the part of authorities?**

**Epilogue: Visible Violations of Human Rights by Corruption**



**Bad roads might have to do with corruption too...**

**Epilogue: The Visible Violations of Human Rights by Corruption**



There seems to be a natural likelihood that people will break laws in the absence of the Rule of Law (the implementation of laws and sanctions) and develop corrupt practices, that may become habits and gradually a part of culture...

...ranging from very minor ones (e.g. crossing at the green zone forbidden for pedestrians, in spite of an obvious sign! See the photo!) all the way up to bribing and undue (unethical) *trading in favors and influence* at the top institutional level...

## **The Seven Principles of Public Life, also known as the "Nolan principles".**

- **Selflessness** – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- **Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- **Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** – Holders of public office should promote and support these principles by leadership and example.