

ACCOUNTABILITY
It is not only what we do,
but also what we do not do,
for which we are accountable.
[Mollere]

Concepts and Forms of Accountability

Compiled and presented by:

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Accountability: The Core Idea

The central idea- when decision-making power is transferred from a principal (e.g. the citizens) to an agent (e.g. government), there must be a mechanism in place for holding the agent to account for their decisions and if necessary for imposing sanctions, ultimately by removing the agent from power

Cont...

- Central concept in comparative politics
- Has a long tradition in both political science and financial accounting
- Ever growing/transforming concept



4 Pillars of Accountability

1. Responsibility: a duty that binds to the course of action
2. Answerability: being called to account
3. Trustworthiness: a trait of being worthy of trust and confidence
4. Liability: being legally bound to a debt or obligation

Types of Accountability

- Political accountability is the accountability of the government, civil servants and politicians to the public and to legislative bodies such as a congress or a parliament. Political accountability is the vertical-downward variant of external accountability with relatively weak control.
- Business accountability is characterized by a P (principal) that is part of the organization typically as shareholders, holding A (agent) to account for producing profit. The degree of control is high, with details of operations provided, and it runs vertically upward.

Cont...

- Bureaucratic accountability is also characterized by an internal P and high control, but runs downwards from top managers to lower levels. As long as it is a question of bureaucratic accountability (and not informal patron-clientelism) the object of accountability is following rules and regulations in carrying out the instructions regarding implementation decided upon at higher levels.

Cont...

- Representational accountability in democratic political systems puts the citizens as P and their elected representatives as A in a vertical relationship running upwards. The degree of control is relatively high.
- Audit accountability is a particular sub-type of business or bureaucratic accountability in that it is horizontal rather than vertical. An internal P is holding other offices and office holders within the same state organization accountable, typically for financial accuracy and prudence.

Cont...

- Fiscal and Legal accountability respectively can be both vertical downward and horizontal. In both cases the degree of control is typically high and very detailed.
- Reputational accountability's most significant expression runs horizontally among peers or peer institutions which are external to the agent.

Strategies to Ensure Accountability

- Create Relationships
- Set Clear Expectations
- Take Ownership Yourself
- Provide Tools for Success
- Give Continuous Feedback

Acknowledgements

- The use of selected literature and images is gratefully acknowledged. The full list of reference materials is available on request.

Policies and Programs of Corruption Prevention in Bangladesh

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Anti-Corruption Commission
Dhaka Bangladesh
January 2016

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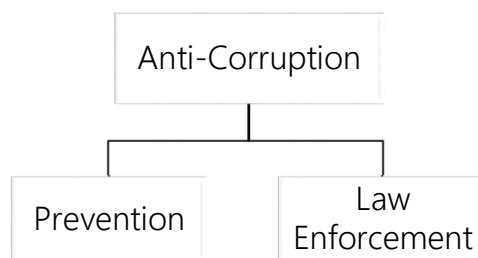
Outline of Presentation

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

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1. Anti-Corruption

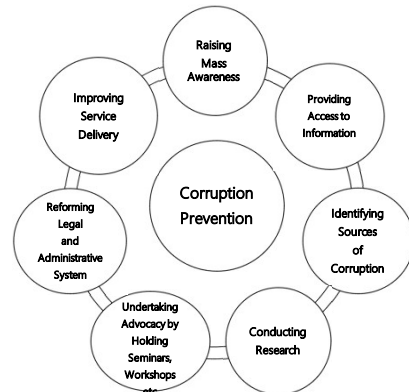
Figure 1 Anti-Corruption



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1.2 Corruption Prevention

The dimensions of corruption prevention are shown below
Figure 3: Dimensions of Corruption Prevention



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

- Articles 5-14 of Chapter II of the UNCAC deal with corruption prevention
- Article 5. Preventive anti-corruption policies and practices
- Article 8. Codes of conduct for public officials
- Article 9. Public procurement and management of public finances
- Article 10. Public reporting
- Article 13. Participation of society
- Article 14. Measures to prevent money laundering

Bangladesh acceded to UNCAC in February 2007

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3. Anti-Corruption Commission Bangladesh

- The Anti-Corruption Commission (ACC) Bangladesh was created through the enactment of the Anti-Corruption Commission Act, 2004.
- It started functioning from 21 November 2004.

Vision

- To create a strong anti-corruption culture throughout the whole society.

Mission

- To relentlessly prevent and combat corruption.

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3.1 Major Functions of the Commission

- To hold enquiry and investigation into allegations of corruption.
- To create awareness among people and promote integrity among the youth.
- To review the provisions of any law for prevention of corruption and submit recommendations to the President for their effective implementation.
- To undertake research, prepare plan for prevention of corruption and submit recommendations to the President for action based on the results of such research.

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3.2. Objectives and Legal Framework for Corruption Prevention

The objective of corruption prevention is to promote good governance in Bangladesh.

- To promote civic engagement at the grass root level in compliance with Article 13 of the UNCAC, ACC constituted 9 City Corruption Prevention Committees, 62 District CPCs and 420 Upazila (Sub District) CPCs .
- To promote integrity among the youth, ACC has formed 'Integrity Units' (Satata Sangtha) at many educational institutions. About 20,885 Integrity Units are in operation throughout the country.

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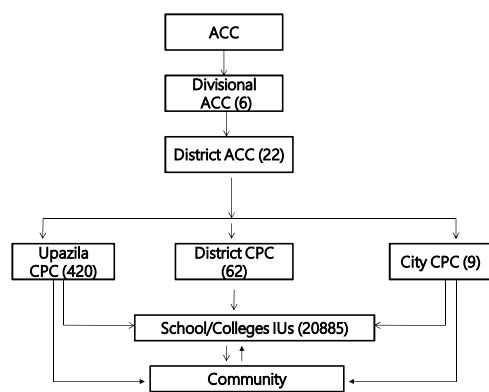


Figure 4: Institutional Framework for Corruption Prevention 9

4. Preventive Measures in Bangladesh

4.1 Major Preventive Activities

- Anti-corruption rallies
- Anti-corruption workshops/seminars
- Electronic and print media programs
- Human chain
- Poster and cartoon competition and exhibition
- Debate competition among students
- Special supplements in dailies
- Media awards
- Awarding the best CPCs at district/city and upazila levels for their contribution to corruption prevention at grass-roots level

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4.2 On-going Programs of Corruption Prevention

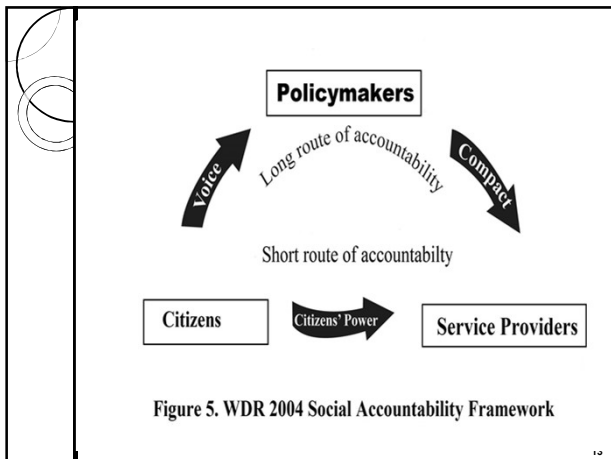
- ACC has formulated draft Communication Strategy for 2015-2019 with the technical assistance of the World Bank.
- ACC is working to formulate its Strategic Plan with the technical assistance of GIZ.
- Building up an international standard dynamic Website of ACC with the technical assistance of GIZ.
- ACC regularly publishes a Quarterly Magazine to reflect the regular activities of ACC
- ACC going to print 1,50,000 posters to mobilize anti-corruption message throughout the country.
- A Code of Conduct has been implemented for the members of CPCs to be followed while discharging their duties

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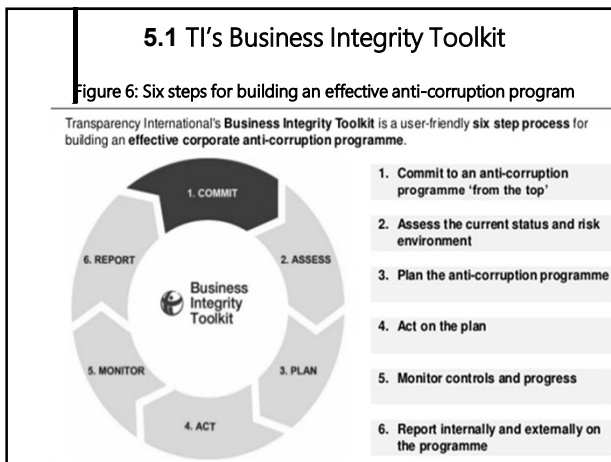
5. Demand Side Approach to Corruption Prevention

- The ACC has adopted the demand side approach to corruption prevention for empowering citizens to monitor the delivery of public goods using social accountability tools like citizens' report cards, community score cards, public hearings and social audits.
- The ACC in collaboration with the TIB is organizing public hearing in five pilot districts.
- The ACC is planning to use video conferencing system to hold public hearing shortly.
- Based on the feedback received from public hearings, the ACC is holding dialogue with the selected government organizations for improving service delivery

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



- ### 6. Measuring Corruption Prevention
- Conducting baseline survey
 - Undertaking annual survey of perceptions
 - Assessing public integrity – FGD and survey
 - Assessing systems, institutions and legal framework using primary and secondary data
 - Assessing capacity/performance of anti-corruption agencies using KPI

- ### 7. Successful Anti-Corruption Agencies
- Some successful anti-corruption agencies are Hong Kong's ICAC, Singapore's Corrupt Practices Investigation Bureau (CPIB), NSW Australia's ICAC and Indonesia's KPK
 - Their emphasis is on preventive measures as against law enforcement
 - They use regular public opinion surveys to evaluate their performance
 - Citizen's Report Cards (CRC) are used for assessing the level of satisfaction of the public

- ### 8. Concluding Remarks
- The objective is to enhance the transparency and accountability of government organizations
 - Building capacity of government organizations
 - Reforming the legal and administrative system for better service delivery
 - Switching from manual to automated system
 - Establishing a forum among the Cabinet Division, the ACC and the NIS focal points of Ministries/Divisions for prevention of corruption
 - Reaching effectively government services to citizens through holding public hearing as per directives of the Cabinet Division
 - Organizing orientation programs for political leaders

Thank You

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e-governance for Good governance (e-G4GG)

NM ZEAUL ALAM
Secretary in Charge(C & R)
Cabinet Division

Good governance

Eight major characteristics (according to UN)

- Participatory
- Consensus oriented
- Accountable
- Transparent
- Responsive
- Effective and efficient
- Equitable and inclusive
- Follows the rule of law.

e-governance

Electronic Governance

- Application of information and communication technology (ICT) for delivering government services, exchange of information, communication transactions, integration of various stand-alone systems and services.
- Using information and communication technologies (ICTs) at various levels of the government and the public sector and beyond, for the purpose of enhancing governance.

e-governance

Three major ways:

- G2C (Government-to-Citizen)
- G2B (Government-to-Business)
- G2G (Government-to-Government)

G2G is generally referred to as being e-Government.

Objectives of e-governance

- Democracy and human rights
 - Transparency
 - Accountability
 - Ensuring proper justice
 - Proactive attitude of the civil servants
 - Simplification of service
 - Service at the door-step
 - Improved lifestyle of every citizen
- What else with GG?

Advantages of e-governance

- Ensured good or good-enough governance
 - Linked everybody with communication network
 - Keep peace with international community
 - Cheaper
 - Quicker
 - More reliable
 - Compliance of globalization
- Global Village**

e-Communication

Communication by using digital technologies-

- E-mails
- Voice mail
- Mobile calls
- Websites (interactive and static)
- Text messages (SMS)
- Audio-Video transmission
- E-books
- Others

Why it become late?

- Information super highway through submarine cable connection will harm national security?
- Although the extraordinary development of information and communication technology highly accepted by the private sector but it has largely by-passed Bangladesh public sector earlier
- Adoption of modern information technologies reduces manpower and renders many posts redundant.
- Our bureaucracy either reluctant to introduce **e-governance**.

How it working?

- Election manifesto of the political party in 2008 parliamentary election.
- Political commitment
- Azi project
- Use field administration
- Advocacy and motivation
- UDC former UJSC at rural level
- Cabinet Division and Azi project working together
- RTI act, ICT act, NIS, GRS, APA
- Wider market of the e-device and govt. tax relaxation in the IT device import.
- Ensuring uninterrupted electricity and connectivity at the rural level
- Physical infrastructure

Now we have

- ICT Policy
- National Electronic Service System (NESS)
- E-tendering
- Video conferencing
- Support to ICT Task Force (SICT)
- Secretariat Internet Backbone
- Access to Information (A2I)
- Bangla GovNet
- ICT Division and department of IT
- Info Sarker
- RTI Act 2009
- ICT Act 2006, 2013
- UDC and others.

Reforms in Cabinet Division for e-governance

Creation of Coordination and Reforms Unit and appoint secretary and other officials, under which

- ICT Branch and
- E-governance Branch- are working.
- ✓ Approved standard staff strength of computer cells for Different Ministries/Divisions
- ✓ Coordinates digital initiatives of different ministries/organizations
- ✓ Monitor e-governance activities in the field administration
- ✓ Support Azi project activities
- ✓ Organize video conference
- ✓ Provide secretarial service for SRVS
- ✓ Monitor online service simplification

National E-Service System

- Online submission of applications
- Response to the application
- Tracking system
- Information about the date of delivery
- Accountability
- Reduces costs and time
- Reduces possibilities of harassment
- Service at doorstep of people

E-Filing under NESS

- Digital File Management System
- Digital File Number
- Digital File Tracking
- LAN and Internet in File Management
- Electronic Noting
- Electronic Signature
- Use of Bangla Unicode
- Monitor file disposal under NESS

Video Conferencing

- Between Cabinet Division, PMO, Divisional Commissioner and DC offices
- Earlier more than 75 End Points now.....
- Data secured
- Recording facilities
- Multimedia and slide presentations
- Interactive and user friendly
- Any Ministry can communicate with field offices
- Different Ministries are being connected with the system

Video Conferencing

- Ministries and Divisions can arrange meeting with subordinate office or other offices
- Can arrange a big conference
- Social media songlap
- For internal communication
- Overseas conferences
- Prioritize use of video conference system

Web Portal

- Portal for each Ministry and subordinate office with unique format
- Bilingual web-portal (Bengali and English)
- Compliance with RTI 2009 and the relevant regulations
- Prioritize compatible platform for websites
- Websites to be the means of exchange of information among offices and citizens
- Authentic source of information
- Link with national web-portal
- The largest website

Social Media

- Open facebook account
- Interact with the clients
- Share innovative ideas
- Redress grievances
- Social media songlap

Information Exchange and Management System (IEMS)

- Interactive web-based system of data exchange between Cabinet Division and DC offices
- Fortnightly Confidential Reports (FCR) are communicated by the system
- Auto summarization features
- Reliable data management and preservation
- Data security measures ensured
- Quick and cost-effective

Union Digital Canters

- More than 4500 centers established
- Cabinet Division, Azi, LGD and ICT Division collaborated
- Two Entrepreneurs are appointed for each canters
- Digital Communications for the rural people
- Information about government services
- Birth registration, delivery of khatians etc
- Scanner, lamination, multimedia projector etc

Digital centers at the urban rural govt. institutions

Grievance Redress System

- Ensures transparency and accountability
- Central Grievance Redress System is in place
- Cabinet Division monitors and collects information on GRS of different ministries
- Cabinet Division took measures for digitizing the system
- A digital GRS is in operation on test basis

Bangladesh Position

- E-readiness
- Young generation is more advanced
- People's access to internet
- Preparation of class content and conduct sessions by using multimedia in primary and secondary education
- Freelancers
- Learning for earning
- Human resource development
-

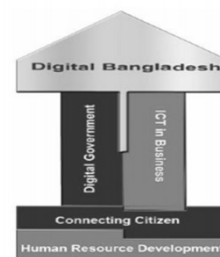
Drawbacks

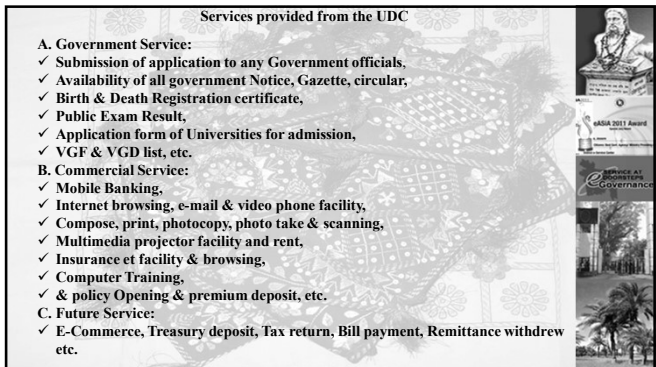
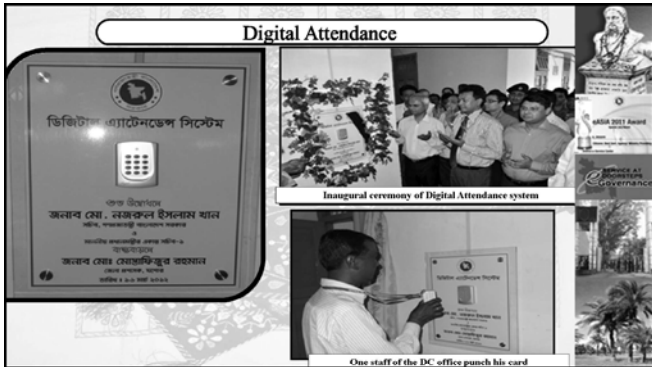
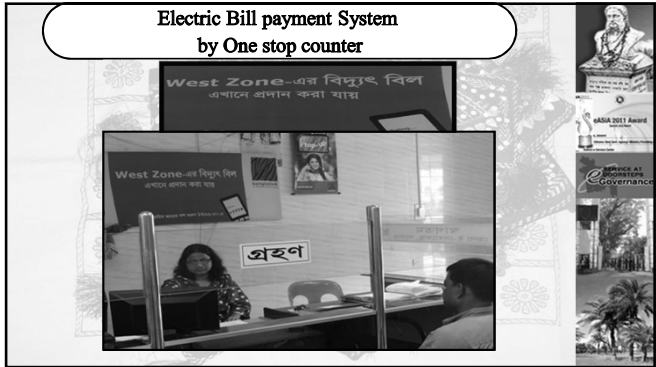
- Security issues
 - Hacking
 - Counterfeit data
 - Unauthorized entry
- Digital crime
- Punitive measures in the law
- Balance in use of law
- Awareness

Way forward

- Training for the young generation
- Occupy market share of international software business
- E-governance at all sectors
- Infrastructures and Connectivity
- E-services at the grassroots level
- Achieve the vision 2021

Digital Bangladesh 2021





Multimedia Class-room



Students attendance e-Monitoring System

যশোর শিক্ষা পোর্টাল
ডিজিটাল শিক্ষায় আনুকূল্য যশোর

কোর্সে প্রবেশিক হিসাবপত্র আপডেট, সেকেন্ড হার্ফটের 2012

১১ই মাস:

বিভাগ	প্রবেশিক	সফরিক	সিইসি/সিআই	সিইসি/সিআই	সেই গার	সিইসি এ গার	সেই গার	সিইসি এ গার	সিইসি এ গার	সিইসি এ গার
সকলগুণ	333	33	83	0	8733	0 (0.00%)	8333	0 (0.00%)	3158	0 (0.00%)
সেইসি	333	33	333	0	8033	0 (0.00%)	3333	0 (0.00%)	1708	0 (0.00%)
সেইসি	303	33	88	0	7333	0 (0.00%)	3333	0 (0.00%)	3833	0 (0.00%)
সিইসি	333	33	83	0	3833	0 (0.00%)	3333	0 (0.00%)	3333	0 (0.00%)
সকলগুণ	34	33	83	0	3333	0 (0.00%)	3333	0 (0.00%)	3333	0 (0.00%)
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সকল	33	33	83	0	8033	0 (0.00%)	3333	0 (0.00%)	7388	0 (0.00%)
	3333	333	833	0	87333	0 (0.00%)	8333	0 (0.00%)	33333	0 (0.00%)

*সকল বিভাগের মোট সিইসি সিইসি এ গার সীমিত থাকে।

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BOOK

Thank You

GPMS: Its use in Promoting Good Governance

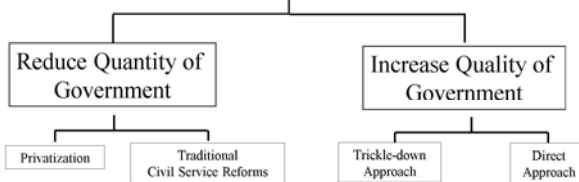
Mohammad Mahiuddin Khan
 Additional Secretary (Reforms)
 Cabinet Division
 Government of the People's Republic of Bangladesh

Perceptions about Performance of Government Agencies

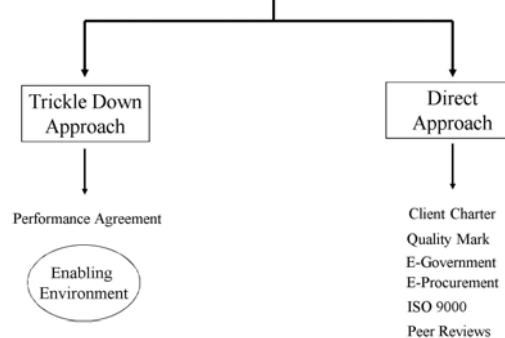
Government Agencies have not delivered what was expected from them

What can be done to solve the problem?

Government Agencies have not delivered what was expected from them



Increasing Quality of Government



What is Government Performance Management System?

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
- **Government Performance Management (GPMS)** consists of a set of processes that help government organizations optimize their business performance.

Introduction of GPMS in Bangladesh

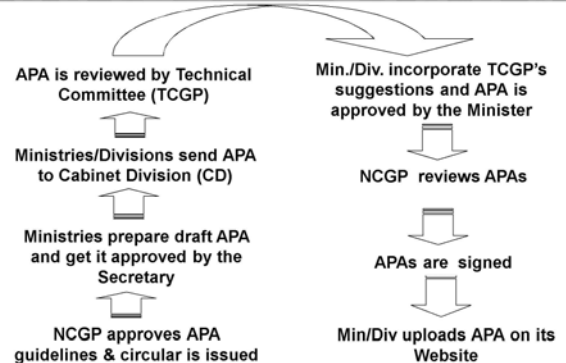
- In January 2015 Hon'ble Prime Minister approved the outlines of the GPMS that include:
 - Signing of APA between the Secretaries of Ministries/Division and the Cabinet Secretary
 - Evaluating actual achievements against targets at the end of the year
- For the first time, APAs for FY 2014-15 for 48 Ministries/Divisions were signed.

Purposes of Introducing GPMS

- Facilitating proper implementation of Vision 2021
- Enhancing efficiency and accountability of government institutions/agencies
- Promoting good governance initiatives
- Providing an objective and fair basis to evaluate performance at the end of the year.

7

APA Preparation and Signing Process



8

Contents of APA for FY 2015-16

Overview of the Performance of the Ministry/Division	
Preamble	
Section 1:	Ministry's / Division's Vision, Mission, Strategic Objectives and Functions
Section 2:	Outcomes of the Ministry/Division
Section 3:	Strategic Objectives, Priorities, Activities, Performance Indicators and Targets.
Annex-1:	Acronyms
Annex-2:	Description of the Performance Indicators, Implementing Department/Agencies and Measurement Methodology
Annex-3:	Specific Performance Requirements from other Ministries/Divisions

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Strategic Objectives, Priorities, Activities, Performance Indicators and Targets

Strategic Objective	Weight of Strategic Objective	Activities	Performance Indicators (PIs)	Unit	Weight of PI	Baseline FY 13-14	Actual FY 14-15	Target Criteria Value for FY 2015-16					Proposed Value for FY 16-17	Proposed Value for FY 17-18	
								Excellent 100%	Very Good 90%	Good 80%	Fair 70%	Poor 60%			
Ministry Strategic Objectives(MSO)															
Mandatory Strategic Objectives															

Strategic Objectives, Priorities, Activities, Performance Indicators and Targets (2)

- Ministry Strategic Objectives add up to 84% weights
- The remaining 16% are Mandatory Strategic objectives
- Specific weights should be attached to these objectives.

Mandatory Strategic Objectives

- Mandatory strategic objectives have incorporated the most crucial governance issues
- Mandatory strategic objectives aim to promote good governance
- Mandatory strategic objectives are centrally developed and approved by NCGP at the beginning of the APA cycle

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Mandatory Strategic Objectives and Performance Indicators for 2015-16									
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	Draft APA submitted within specified time after receiving training	Day	1	5	6	7	8	9
	Submission of APA evaluation report (2014-15)	Evaluation report submitted on time	Date	1	31 Aug 2015	1 Sept 2015	2 Sept 2015	3 Sept 2015	4 Sept 2015
	Monitoring of APA implementation	Half-yearly and quarterly monitoring reports submitted	Number	1	5	4	3	-	-
	Signing of MoU with subordinate agencies	MoU signed	Date	1	15 Oct 2015	19 Oct 2015	22 Oct 2015	26 Oct 2015	29 Oct 2015
	Providing incentives for Performance Management officials	Officers sent to foreign training	Number	1	3	2	1	-	-

Mandatory Strategic Objectives 2015-16 (cont.)									
Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Promotion of Skills and Integrity	Arranging training of officials	Training hour	Man-hour	1	60	55	50	45	40
	Implementation of National Integrity Strategy (NIS)	NIS implementation monitoring framework developed	Date	1	30 Nov	07 Dec	14 Dec	21 Dec	28 Dec
	Activities of the NIS Action Plan implemented	%	1	100	95	90	85	80	
Implementation of right to information and proactive disclosure	Adoption of an Information Disclosure Guideline	Information Disclosure Guideline published in the website	Date	1	29 Oct 2015	05 Nov 2015	12 Nov 2015	19 Nov 2015	26 Nov 2015
	Appointment of RTI Designated Officers in the subordinate offices	Compilation report with names and addresses of DOs published in the website	Date	0.5	29 Oct 2015	05 Nov 2015	12 Nov 2015	19 Nov 2015	26 Nov 2015
	Preparation of Annual Report	Annual Report published in the website	Date	0.5	15 Oct 2015	29 Oct 2015	15 Nov 2015	30 Nov 2015	15 Dec 2015

Mandatory Strategic Objectives 2015-16 (cont.)									
Objective	Activity	Performance Indicator	Unit	Weight	Target / Criteria Values				
					Excellent	Very Good	Good	Fair	Poor
					100%	90%	80%	70%	60%
Improving service delivery through innovation and grievance redress system	Implementing citizen's charter in the revised format by Ministries/Divisions and field level offices	Citizen's charter of Ministry/Division prepared in the revised format and published in the website	Date	1	29 October	5 November	12 November	19 November	26 November
		Citizen's charter of subordinate offices prepared and published	Date	1	30 Nov 2015	07 Dec 2015	14 Dec 2015	21 Dec 2015	28 Dec 2015
	Implementing grievance redress system	Grievance petitions disposed	%	1	90	80	70	60	50
		At least one e-service launched by Ministry/Division	Date	1	30 Nov 2015	07 Dec 2015	14 Dec 2015	21 Dec 2015	28 Dec 2015
	At least one service process simplified by Ministry/Division	Date	1	30 Nov 2015	07 Dec 2015	14 Dec 2015	21 Dec 2015	28 Dec 2015	

Mandatory Strategic Objectives 2015-16 (cont.)									
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)	Budget Implementation Plan (BIP) prepared and quarterly budget implementation reports submitted	Number	1	5	4	3	2	1
		Audit objections disposed of during the year	%	1	50	45	40	35	30

Thank You

ISSUES IN CORRUPTION

ROLE OF COMMUNITIES

Fazle Kabir
Former Finance Secretary

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

$$C = M+D-A-S$$

Where,

C = Corruption

M = Monopoly

D = Discretion

A = Accountability

S = Salaries (Public Sector)

Developed by: South American Professor Robert Klitgaard in 1988

Dynamics of Corruption (Contd.)

$$C = M+D-A-S$$

- The extent of corruption depends on the of monopoly power and discretionary power officials exercise and the degree to which they are held accountable for their actions. Least accountability and low salary structure help promote corruption

Causes of Corruption

- **Social Causes** (Bangladesh Setting)
 - 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 Corruption

- **Political Causes**
 - Authoritative Exercise of Power
 - *Clientelism* and rent-seeking
 - Illiberal and dysfunctional democratic system
 - 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 Corruption

- **Administrative Causes**
 - Monopoly and discretionary power
 - Lack of transparency and accountability
 - Organizational Secrecy and weak rule of law
 - Ineffective anti-corruption body
 - Weakened civil service
 - Political allegiance over meritocracy
 - Politico-bureaucratic alliance

Role of Govt in Institutions

- Existing institutions need to be strengthened by laws and regulations.
- New regulatory institutions need to be created to address gaps in monitoring governance.
- Appropriate appointments in institutions like the following need to be made:
 - Anti-Corruption Commission
 - Human Rights Commission
 - Law commission
 - Media and Press Commission
 - Ombudsman

Role of Civil Society

- Citizens face potential corruption practically at every level and every sector of life.
- Government alone cannot succeed in combating corruption without the active participation of civil society and citizen action groups.
- Civil society is in the best position to articulate the grievances of the citizen and highlight priorities of action on corruption to governments.

Role of Civil Society (Contd.)

- Civil society can serve many important roles—as observer, critic, analyst, campaigner, or protestor.
- It can create public awareness against corruption and mobilize citizens against corruption.
- Civil society can also play a strong role to organize campaigns against corruption.

Role of Private Sector

- In its fight against corruption, the private sector needs to emphasize on internal controls and auditing mechanisms.
- Corporate bodies and business houses need to set clear and enforceable policies against corrupt or unethical business practices.
- Business house need to periodically train middle and senior management on business ethics to ensure that standards are institutionalized across the organization.
- Best business practices must be ensured at all levels


Role of Media

- Bangladesh has an active media at present.
- Recent growth in the number of private electronic and print media outlets has increased not just the amount of information but also its quality.
- Media needs to take a proactive role in investigating and exposing large scale and high profile corruption.
- Naming and shaming can be a very effective tactic to eradicate big time corruption in the country.

Role of Educational Institutions

- Educators, teachers, trainers & professionals have big responsibilities to raise voice for Governance.
- Teachers can implant hatred against corruptions among the students at an early age.
- Education on critical issues like women empowerment, human rights, consumer rights, right to information, freedom of speech etc can help empower the young generation.

THANK YOU


 1
Leadership for Good Governance

Atiur Rahman, Ph.D.
 Governor
 Bangladesh Bank
 2ND NATIONAL INTEGRITY STRATEGY TRAINING PROGRAM
 BCS ADMINISTRATION ACADEMY, DHAKA
 FEBRUARY 10, 2016, 09:30 AM


Outline

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

2

What is Leadership?


- Leadership is an **active**, living process-- rooted in character, forged by **experience** and communicated by **setting examples**.
- In management theories leadership deals with
 - Change
 - Inspiration
 - Motivation and
 - Influence



3

What is Leadership? (contd..)

- Leadership is not about competency models, personality traits or formulas- it is about having the lasting energy to stay true to your vision for positive change even in the face of most powerful resistance.
- Leaders in every organization are facing different challenges;
- The most common and at the same time difficult one is transforming the potentials into performance.



4

What is Leadership? (contd..)

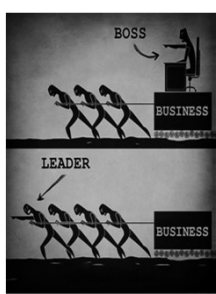
- *"A leader is one who knows the way, goes the way, and shows the way." --John Maxwell*
- *He who has never learned to obey cannot be a good commander- Aristotle*

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

5

Effective Leadership

- Most organizations are working at 65% of potential- huge performance void is caused by leadership void.
- A true leader can change the society, nation, even whole world.
- Example: Mahatma Gandhi, Nelson Mandela, Martin Luther King Jr., Abraham Lincoln, our Father of the Nation Bangabandhu, etc.



6

Effective Leadership (contd...)

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

7

Effective Leadership (contd...)



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

8

Core Principles of Good Leadership

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

9

Three steps followed by leaders

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

10

Governance: defined as

- "...the manner in which public officials and institutions acquire and exercise the authority to shape public policy and provide public goods and services" – World Bank
- "the manner in which power is exercised in the management of a country's economic and social resources for development"-ADB

11

Main Characteristics of Good Governance



owsposters.org

12

Main Characteristics of Good Governance (contd...)

- **Accountable**

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

- **Transparent**

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

- **Follows the rule of law**

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

13

Main Characteristics of Good Governance (contd...)

- **Responsive**

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

- **Equitable and Inclusive**

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

14

Main Characteristics of Good Governance (contd...)

- **Consensus Orientation**

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

- **Effective and Efficient**

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

- **Participatory**

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

15

Good Governance

- Good governance promotes

- equity,
- participation,
- pluralism,
- transparency,
- accountability and

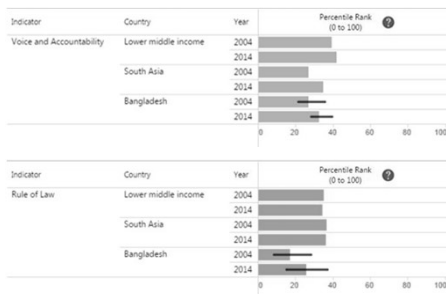


- the rule of law, in a manner that is effective, efficient and enduring - United Nations.

(<http://www.un.org/en/globalissues/governance/>)

16

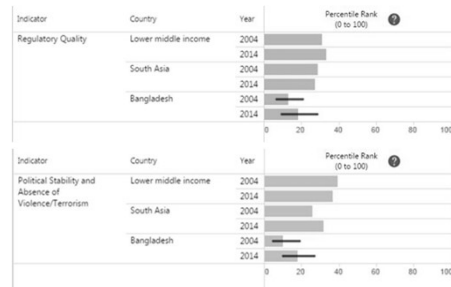
Worldwide Governance Indicator: Indicate substantial improvement for Bangladesh (Voice and Accountability, Rule of Law)



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

17

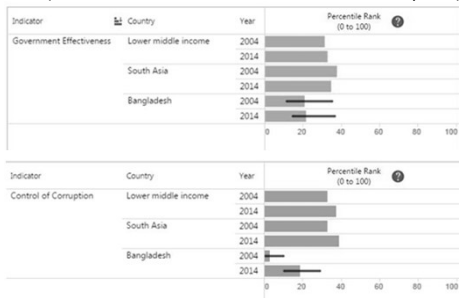
Worldwide Governance Indicator (Regulatory Quality, Political Stability)



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

18

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



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

19

Good governance for economic growth

- The greatest threats to good governance come from **corruption, violence** and **poverty**, all of which undermine **transparency, security, participation** and **fundamental freedoms**.- UN
- How do we develop more effective, accountable systems of governance that will facilitate and accelerate economic growth and social development?

20

Role of Leadership for Good Governance

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



21

Leadership and Governance in Banking Sector of Bangladesh

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

22

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

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

23

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

- Sharpening of corporate visions and goals,
- Sharpening of role definitions and accountabilities,
- Enhancing risk management capabilities, internal control and disclosure adequacy will be crucial in attaining the high ratings of banks and NBFIs.

24

Why Good Governance Required

- Sound corporate governance may permit the supervisor to place more reliance on the bank's internal process.
- Good governance is very important in bank management in order to strengthen the financial base of the bank and obtain confidence of the depositors.

25

Linking CSR with Corporate Governance

- Bangladesh Bank (BB) has been proactively pursuing ingraining of a socially responsible financing ethos in the corporate goals and objectives of banks and financial institutions.
- CSR activities in the financial sector of Bangladesh have expanded several fold over the past few years (8 times in the last 5 years), in direct support for socioeconomic empowerment of the less well off population segments with extensive schemes in areas of health, education and emergency disaster relief.
- In 2014, Bangladesh Bank has issued structured guidelines for CSR fund allocation and utilization to facilitate orderly planning and implementation of CSR initiatives.

26

Linking CSR with Corporate Governance (contd...)

- At present 'Corporate Social Responsibility' together with 'Corporate Governance' have been branded as one of the most important factors in the banking sector in our country.
- It is fast spreading in the sector under the leadership of the Bangladesh Bank. The combination of these two aspects offers long-term benefits for any organization.

27

Linking CSR with Corporate Governance (contd..)

- The benefits in the banking sectors are:
 - ✓ Reducing risk,
 - ✓ Attracting new investors,
 - ✓ Enhancing sustainability.
- Attaining high quality of corporate governance is important for creating and maintaining investor confidence in the corporate businesses and more so for banks as they are highly leveraged and engaged in risk bearing investments with depositors' funds in a fiduciary role.

28

Initiatives by Bangladesh Bank

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

29

BB's Own initiatives to ensure Good Governance

- BB has its own strategic plan to implement which reviews the progress every year through Executive Retreat;
- BB's support to National Integrity Strategy;
- Recognition award for BB's own staff and foreign training for newly recruited ADs;
- Best performer bank award for agriculture credit, CSR, etc.;
- Journey towards farmers to observe credit disbursement activities;

30

BB's Own initiatives to ensure Good Governance

- Complete Digitization
 - Enhance transparency;
 - Automated salary disbursement, transfer, promotion system;
 - Digital dash-board;
- Setting up of CIPC to handle customer complains.
 - Hot line number # **16236**

31

Initiatives by Bangladesh Bank (contd.)

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

32

Emphasis on Corporate Governance by Bangladesh Bank

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

33

.... Corporate Governance stipulated in Bank Company Act 1991

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

34

.... Corporate Governance stipulated in Bank Company Act 1991...

- Role of the Board-
 - The board of directors shall be responsible for establishing policies for the banking company, for risk management, internal controls, internal audit and compliance and for ensuring their implementation.
 - Each bank shall establish an Audit Committee, the members of which are selected from among the members who are not in the executive committee of the board.
 - Each bank shall establish a Risk Management Committee made up of directors of the bank.

35

.... Corporate Governance stipulated in Bank Company Act 1991...

Internal Audit and Control-

- The board of directors of a bank-company shall cause the bank to establish an effective internal audit and control system. The internal audit system shall be operated independently of management and its reports are to be presented to the Audit Committee.
- If a person fails to disclose an interest or a material relationship, a court of competent jurisdiction may set aside the contract. In addition, BB may suspend such person from office for maximum one year.

36

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

- Obtain prior approval of Bangladesh Bank before appointing and removing bank directors.
- Fit and Proper Test for appointment of Bank Directors
- Responsibilities and authorities of the board of directors:
 - Board can only form 3 committees; Executive Committee, Audit Committee & Risk Management Committee.
 - Executive committee- to perform urgent and routine works between the intervals of two board meetings.

37

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

- Responsibilities of the Chairman of the board of directors:
 - Chairman does not personally possess any policymaking or executive authority, and shall not participate/interfere in administrative or operational and routine affairs of the bank.
 - Any complaint against the CEO shall have to be apprised to Bangladesh Bank through the board along with the statement of the CEO.

38

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

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

39

Appointment and Responsibility of CEO (contd.)

- Duties and responsibilities:
 - Discharge responsibilities in terms of business, financial and administrative authorities as vested by the BOD.
 - Ensure compliance of BCA 1991, and others applicable laws and regulations.
- The CEO can not be removed without the consent of Bangladesh Bank.

40

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

- Prior approval from Bangladesh Bank is mandatory before appointing advisor.
- Advisor can advise only on those matters specified in the TOR. He/she can't perform routine works, nor can exercise any power or participate in the decision making process of financial, administrative, operational activities.

41

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

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

42

Transactions with Bank Related Persons (contd.)

- Funded exposure of a bank to its bank related person and in favor of their interest must not exceed 10% of the bank's Tier-1 capital. Funded facilities fully backed by cash or en-cashable securities will be excluded for calculation of exposure.
- **Directors' Loan:**
 - The total amount of the loan facilities extendable to a Director or to his relatives should not exceed 50% of the paid-up value of the shares of that bank held in Director's own name.

43

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

- A person or institution or company, acting directly or indirectly, alone or in concert with another person, holding more than 5 percent of the equity interest in a bank requires prior authorization from BB.
- Intending Significant Shareholder(s) shall apply to BB through the respective bank in prescribed form. For individuals, the form must be completed and signed by that person; for institution or company an authorized person may fill out the Form.

44

Other Initiatives by Bangladesh Bank

- Bangladesh Bank's role in the journey towards good corporate governance and leadership excellence includes:
 - ✓ Bangladesh Bank has been involved with a helping hand and supporting infrastructure like the IT platform already in place for online reporting and data base access.
 - ✓ Setting up a world-class Centre for Leadership Excellence in the Financial Sector in Chittagong which will primarily focus on leadership and management with better corporate governance in the financial sector.

45

Wrapping up

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



46

Wrapping up (contd...)

- The corporate governance regulations and guidelines in Bangladesh are evolving in line with the Basel based global best practice standards, adapted appropriately to the specifics of our local environment.
- Bangladesh Bank is trying to combine corporate social responsibility and corporate governance with effective leadership.
- These aspects offer long-term benefits to the banking sector, such as reducing risk and attracting new investors, shareholders and more equity as well as enhancing stability.

47

Q/A

Thank you

48

Impact of Corruption on Good Governance & Development

Manzoor Hasan, Barrister
ED, South Asian Institute of Advanced
Legal & Human Rights Studies
BRAC University
Thursday, 28th January 2016

Definition

- Corruption is the use of public resources for private gain
- Corruption is an opportunist behavior aimed at producing benefits for individual or group at the expense of society
- Corruption can be measured by corruption Index (CPI), which ranks countries based on how investors, political and risk analysts, and the public perceive levels of corruption

Introduction

- **Corruption Debates- Two Views**
- View 1- It may encourage inefficiency and discourage wealth creation and growth
- View 2: It may **“grease” wheels of bureaucracy**, and make government more responsive to the needs of investors and society

Causes of Corruption

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

Robert Klittgard’s Formula

Monopoly + Discretion –
Accountability =
Corruption

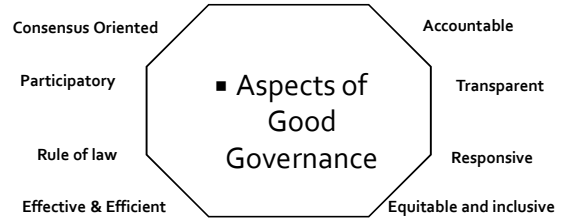
Governance

- The concept of "governance" is not new. It is as old as human civilization
- "governance" means: the process of decision-making and the process by which decisions are implemented
- The challenge facing all societies is to create a system of governance that promotes, supports and sustains human development

Definition

The United Nations Economic and Social Commission for Asia and the Pacific defines good governance as a process which is: participatory, consensus oriented, accountable, transparent, responsive, effective and follows the rule of law to assure that corruption is minimized. The decision-making process is also responsive to the present and future needs of society

Aspects of Good Governance



Definition

Participation:

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

Rule of law:

Rule of law refers to the impartial enforcement of a law

Transparency and accountability:

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

Definition

Responsiveness:

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

Consensus oriented:

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

Equity and inclusiveness:

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

Definition

Efficiency and effectiveness:

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

Costs of Corruption

1. Studies show corruption has negative effects on economic development by contributing to less effective governance and retarding wealth creation, reversing democratic gains made since the end of the cold war, making economies less able to sustain viable and effective economic systems.
2. Cost of public service is high to provide more income to civil servants- contributes to high transaction costs

Costs of Corruption

- 3. Increases the burden of the public sector on citizens
- 4. It demoralizes, and leads to political opportunism such as ‘rent seeking’ that contribute to inefficiency
- 5. Leads to inability of a government to sustain professionals and administrators
- 6. Encourages the underutilization of skilled and educated labor cost or the ‘brain drain’

Costs of Corruption

- 7. Distorts international trade and investment
- 8. discourages investment and leads to capital flight
- 9. May stunt innovation and introduction of new technologies

Policy Changes

- Examining the incentives and rules that regulate socio-political interaction of society and **change those incentives if they are flawed**
- Promote good governance that is accountable, transparent, honest, participatory, guarantees economic freedom, rights of individuals to freely exchange and contract, based on well secured property rights by law

Reforms

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

Thanks

- Discussion Session
- mhasan56@gmail.com

National Integrity Strategy (NIS)

Prof. M. Emdadul Haq MA PhD

NSU

28 January 2016

Contents



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

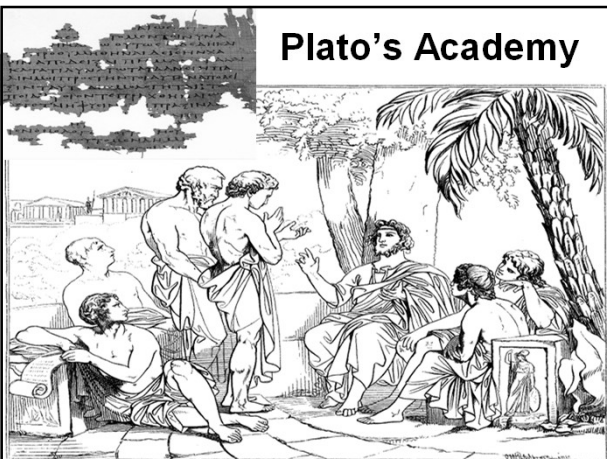


Picture: The Court of Thirty Tyrants in ancient Greece



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

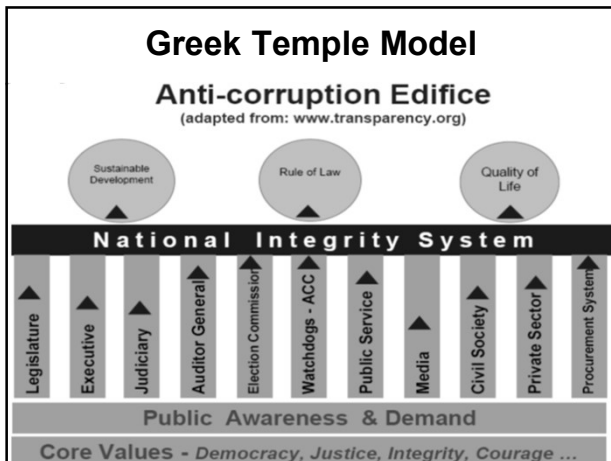
Plato's Academy



Classical example

Platonic Scheme of 'Ideal State':

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



- ### Context in the 1990s
- The Fall of Berlin Wall
 - Decimation of the former Soviet Union
 - Strategic retreat in the Communist Block
 - Escalation of corruption across the globe
 - Bangladesh becoming 'Champion' in the TI Corruption Index
 - UNCAC Conference in December 2006
 - Developing NIS for turning the tide of global corruption.

- ### Seven components
- The TI identified in 2006**
- Strong political will of public leadership to develop integrity characteristics & ethos.
 - Reduced opportunities & incentives for corruption.
 - Administrative measures to increase transparency & predictability.
 - Changing the way government does business.
 - Streamlining operations to improve efficiency.
 - Institutional capacity & bureaucratic independence of anti-corruption agencies.
 - Swift & severe punishment to corrupt elements; & strong public support.

- ### NIS Institutions
- NIS would deal with two sets of institutions:**
- State institutions: Parliament, Executive, Judiciary, Civil Service, Police, EC, OCA, Local Government, ACC, PSC, NHRC, Information Commission, Ombudsman.**
- Non-state institutions: Political Parties, Family, Civil Society, Nonprofit organizations, NGOs, INGOs, Private / Business Sector & Media.**
- The NIS adopted in different countries to engage individuals in their respective institutions can lead to higher state of development.**

- ### NIS Institutions
- NIS would require a set of goal oriented actions by institutions to comply with values & principles, policies, systems & procedures targeting prevention of corruption at the societal level.**
- Rationale:**
- Corruption cannot be fought through prosecution alone.
 - Moral response is needed for prevention.
 - ACC's efforts need to be complemented by Ombudsman.
 - Similar initiatives have worked in other countries.

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

NIP in Malaysia

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

Components of NIP



Enculturation of Integrity



NIS in Hong Kong

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

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

Hong Kong

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

Hong Kong

Independent Commission Against Corruption (ICAC) spearheads:

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

Hong Kong

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

NIS in Singapore

Corrupt Practices Investigation Bureau (CPIB):

- Prevention rather than cure.
- Recruited fresh blood in CPIB.
- Increased compensation of public sector employees.
- Government-government partnership in deterring corrupt practices.

Singapore

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

Singapore

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

Bangladeshi Attempt

Background

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

Bangladeshi Attempt

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

Bangladeshi Attempt

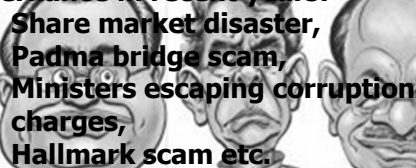
- The NIS has been adopted as a policy document to prevent corruption through institutionalization of integrity among the members of the public officials.
- The NIS (*Jatiyo Shudhachar Koushol*) has been adopted by Bangladesh Government in October 2012 as a policy to prevent corruption.
- The Cabinet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

Bangladeshi Attempts

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

Bangladeshi Failures

Series of integrity failures in public governance in recent years:



Share market disaster,
Padma bridge scam,
Ministers escaping corruption charges,
Hallmark scam etc.

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

Bangladeshi Failures

TIB in its assessment report in 2014 identified weaknesses as follows:

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

Conclusion

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

Conclusion

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

Thank You