

**Let's Promote Integrity with Devotion,  
Build a Society Free from Corruption.**



Anti-Corruption Commission, Bangladesh  
**ANNUAL REPORT 2019**

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# Anti-Corruption Commission ANNUAL REPORT 2019



The Anti-Corruption Commission's 'Annual Report 2019' is submitted to the Hon'ble President of the People's Republic of Bangladesh in accordance with the Section 29(1) of the Anti-Corruption Commission Act, 2004.

# Anti-Corruption Commission



**Iqbal Mahmood, PhD**  
Chairman



**Dr. Md. Mozammel Haque Khan**  
Commissioner



**AFM Aminul Islam**  
Commissioner

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## ACRONYMS AND ELABORATIONS

ACC	Anti-Corruption Commission
ADB	Asian Development Bank
BCSIR	Bangladesh Council of Scientific and Industrial Research
BDT	Bangladeshi Taka
BNCC	Bangladesh National Cadet Corps
BSTI	Bangladesh Standards and Testing Institution
CIC	Central Intelligence Cell
CID	Criminal Investigation Department
CMH	Combined Military Hospital
CMSD	Central Medical Storage Depot
CPC	Corruption Prevention Committee
DMU	Diesel Electric Multiple Unit
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft Fur Internationale Zusammenarbeit (German Development Co-operation)
ICRF	Investigative Committee of the Russian Federation
ICT	Information and Communication Technology
ILIS	Integrated Lawful Interception System
INTERPOL	International Police
LIS	Land Information System
LMD	Lower Manair Dam
LTU	Large Tax Payers Unit
MOU	Memorandum of Understanding
NBR	National Board of Revenue
NTMC	National Telecommunication Monitoring Center
PSC	Public Service Commission
ROR	Records of Rights
RTI	Right to Information
SAP	Strategic Action Plan
SDG	Sustainable Development Goals
TI	Transparency International
TIN	Tax Identification Number
UNCAC	United Nations Convention Against Corruption
UNDP	United Nations Development Programme
VAT	Value Added Tax
WASA	Water Supply and Sewerage Authority



# Letter of Transmittal

07 February, 2021

**Mr. Md. Abdul Hamid**

Hon'ble President

The People's Republic of Bangladesh

**His Excellency Mr. President,**

In meeting the requirement of Section 29(1) of the Anti-Corruption Commission Act, 2004, we feel very elated to present before your goodself the Annual Report (bilingual) of the Anti-Corruption Commission for the year ended by December 31, 2019. In complying with the aforesaid law, actions may kindly be initiated to place the Report before the august Jatiyo Sangsad, we would stand much obliged.

Pursuant to the directives as enunciated in the Anti-Corruption Commission Act, 2004, this Report of 2019 encompasses the elaborate information relating to performance of the Commission, internal and external accountability of its actions accomplished, management of the resources entrusted by the government with, and the future Action Plan of the Commission. Eyed to the purpose of elucidation and easier comprehensibility, some general information, statistics and analysis have been set out through the Report. In case any information found ambiguous and any sort of erroneous inputs fed into the Report, your goodself will be intimated sooner after being detected.

For this year, preparing and submission of the Annual Report has been delayed owing to the outbreak of Corona pandemic. We humbly regret this unintended delay. We hope the Commission in the coming days will get to its ability to submit the Report within the given time frame.

We humbly assure your honor that the Commission has unremittingly kept heading up with all forms of efforts dedicated to combat and control corruption, and promote integrity in the country.

With profoundest regards,

**Iqbal Mahmood, PhD**

Chairman

Anti-Corruption Commission

Bangladesh

**Dr. Md. Mozammel Haque Khan**

Commissioner

Anti-Corruption Commission

**A F M Aminul Islam**

Commissioner

Anti-Corruption Commission



## Statement from the Chairman

As prompted by Section 29 (1) of the Anti-Corruption Commission Act, 2004, the Commission's Annual Report has been prepared for this time as well. The remarkable activities carried out by the Commission during 2019 have been laid out for its contents.

This statutory institution is dedicated to discharge its lawful obligations to combat, prevent and control corruption and also to concurrently promote honesty and sense of dedication. Corruption exists as one of the oldest crimes of the civilization. This crime goes globally. It is prevalent in every developed, developing or undeveloped country of the world. But there are variances in prevalence. It is not worth denying that corruption in Bangladesh persists in wider expanse. Corruption adversely affects the economic development, education-health, infrastructure, government services of Bangladesh, and above all it negatively affects every indicator of improving quality of human life. Possibly there is no short exit for salvation from it. However, it is incumbent to go for a long roadmap to lead to salvation. We cannot endure being defeated by corruption. Dictated by concurrent realities, the Anti-Corruption Commission initiated to charter out an integrated Roadmap in 2016. In furtherance of this initiative, the Commission formulated a Five-Year (2017-2021) Strategic Action Plan after holding consultations with all concerned including political personalities, intellectuals, representatives of civil society, media, teachers, government officials, NGOs and development partners, based on this Action Plan, the Commission is working on multifaceted programs. What the Commission has meanwhile accomplished or is engaged in, include: doing on own detective actions, establishing a Property Management Unit to deal with the properties associated with the cases of the Commission, keeping the preventive activities roll out over successive years, going on preventive actions before occurrence of the corruption, conducting enquiries and investigations with high promptness, playing the role as a prosecution body, launching drives for arrests in order to bring the criminals under cognizance of law, forming Institutional Teams to curb the corruptions originating from system related reasons, recommending for business process re-engineering and dispatching the recommendations to the Ministries concerned, taking steps to ensure own transparency and accountability of the Commission, conducting public hearings to make sure that the government services are provided free from harassment at grassroot level. In a bid to heighten the work spirit of the officials, multifarious measures are implemented like promotion, rationing and other incentives as aligned with the Action Plan. The Commission actively mulls over drawing up another Strategic Action Plan for the period of 2022-2027.

The Commission is very keen to restore the traditional contra-corruption culture through coordinated participation. Numerous instances are there in respect of high morality of the people of this land. Our ancestors possessed envious standard of the ethical values. They stood unparalleled in setting examples of honesty and morality. On account of any corruption, none can be allowed to mar the dignity of this country in the global forums. In the socio-economic context, it can unequivocally be asserted that occurrences of corruption in our country are attributable not to inadequacy, but to greed. To clutch down the aggressive greed of the corrupt persons, the Commission has kept applying multiple forms of repressive stratagems. Pertinently the Article 20(2) of our Constitution may be referred to, which reads as, "(2) The State shall endeavor to create conditions in which, as a general principle, persons shall not be able to enjoy unearned incomes,...". This Article testifies to the State, as well as, political commitment from the highest level to curb corruption on the strength of the Constitutional obligation. So it is the Constitutional as well as legal obligation of the Commission to undertake repressive measures against the corrupt people. As part of compliance with this obligation, cases are instituted and prosecuted against those who are involved with the crimes related to corruption, and the accused persons are placed before the court to face trials. To build up firm resistance against corruption, efforts have persistently been moved out since 2016, so as to bring the accused of the cases of the ACC under purview of law. This course of actions is termed by media as arrest-operation against corruption. More than thousand accused persons were forced to surrender before the court. This has also happened that three Chiefs of the same office have been arrested on charge of the same nature of offence.





Not only making the arrests, the quality standard of the investigations has also been improved over last four years and ample reforms done in the affairs of prosecutions to ensure conviction of the accused persons in the cases of the ACC. Resultantly some positive changes are perceptibly taking place. The judgements of the trial courts over last five years in the cases lodged by the Anti-Corruption Commission are indicative to that effect. It transpires that the rates of conviction in the cases of the Anti-Corruption Commission were 37% in 2015, 54% in 2016, 68% in 2017, 63% in 2018 and 63% in 2019. Analysis of these statistics reveals that the rate of conviction in the cases filed by the Commission has been stable at an increased level since 2017. This is a positive achievement of the Commission. The rate of conviction in the cases was only 37% in 2015; conversely the conviction rate successively rose above 60 percent during 2017, 2018 and 2019. The Commission is not also happy on such achievement either. The Commission desires to raise the rate of conviction in its cases right up to 100 per cent. Worth mentioning that 100% convictions was ensured through the judgements of the trial courts in all the Money Laundering cases instituted by the Commission during 2018 and 2019. The Commission on the strength of its own insight and experiences is striving to bring in qualitative changes in investigation and prosecution. Despite operating on all forms of regulatory measures including cases and litigations, arrests, convictions, it is not worthwhile to claim that the extent of corruption has decreased as per aspiration of the public.

The Commission is of the view that the social power can play the most dominant role to debar the few irresistibly greedy people from committing corruption. The people's extreme abhorrence against the corrupt persons may be the most powerful tool to control corruption. While a child asks his/her father and utter like, "Dad, do you take bribes? If you go for bribes, I'll not eat your rice", then the Anti-Corruption Commission seems to be the most powerful institution to us.

We must take to trust that for the sake of elevating the self-dignity of the people, there is no alternate to economic development and education. The Anti-Corruption Commission unceasingly endeavors to prevent corruption which stands out as the major impediments to economic development and education. If we make intense analysis of the Sustainable Development Goals announced by the United Nations, what emanates as essence is to go for quality education so as to frame out a sustainable future for the youths. As modest efforts, the Anti-Corruption Commission carries out multi-dimensional activities to ingrain the moral values into the mental structure of the young learners. As held by many thinkers, the beauty of education consists in attainment of abilities to judge between what is right and what is wrong.

Divergent researches let out that an effort to change the thought, perception and mind-set of the matured people is a very complex approach. But to build up a society free from corruption, it is indispensable to cause change in the mind-set of the people. With that end in view, the Commission is operating on diverse programs. However, priority is directed to the youths in implementation of these programs. The Strategy has been set to prevent corruption by way of enlivening the ethical values amid their mental make-up. As a constituent of the Strategy, debate competitions are organized for the students in most of the educational institutions of secondary level to promote their moral values. Supports for implementation of these initiatives, are sought from various public and private organisations. By means of the programs including holding debate and essay competitions, cultural shows through the year, attempts are made to instill the virtues of best character into the mind of the young learners. Collaborative participation by all, in these initiatives is urgently needed. One of the objectives of the ACC is to generate a social movement against corruption through the creative programs actively participated by the teachers-students, guardians and respected personalities of the localities.

Aiming to ensure good governance in the government organizations of the country, institutional capacity development and delivery of public services free from harassment, the Commission in 2017 constituted 25 institutional teams comprised of the officials of the Commission. On identifying the sources and reasons of corruption, irregularities, mismanagement, public harassment, those institutional teams distinctly work out remedial recommendations.



The members of these institutional teams draw up their recommendations on holding consultations with the stakeholders, reviewing various records, laws, rules, regulations relevant to those institutions, spot inspections to oversee multiple activities, information obtained from the media and from the intelligence sources of the Commission.

In 2019, the observational reports of eight institutional teams were sent for necessary actions to the Ministries concerned through the Cabinet Division. The Commission maintains the belief that the unabridged implementation of the recommendations can pave the way for good governance in these sectors, lessen the public harassments in receiving government services, and largely reduce some sorts of mismanagement prevalent in the government offices. The Commission has meanwhile decided to follow up the actions taken on these reports, by the Ministries concerned

The Commission has devoted to multi-folded efforts to combat, control and prevent corruption, to build mass awareness against corruption, and above all to generate honesty and sense of dedication into the fabrics of the society. These activities of the Commission have to some extent invigorated the hope to the people. Possibly that is why the volume of the complaints lodged with the Commission are on the increase. The people are looking upon the Commission as a sound platform to put their complaints to. Hopefully better days are ahead, gradually the dismal shadow of corruption is getting on the wane. Assumingly at some time the criminals will lose their audacity to enjoy unearned income. Possibly the entity of a Bangladesh free from corruption will grow into reality as dreamt by the Father of our nation-Bangabandhu Sheikh Mujibur Rahman.

In the preceding years, the Commission placed its Annual Reports to the Hon'ble President well in time or marginally a bit later. But for this year, preparing and submission of the Annual Report has been delayed owing to the outbreak of Corona pandemic. I humbly regret this unintended delay. I hope the Commission in the coming days will get to its ability to submit the Report within the given time frame. In case any information found ambiguous, any sort of erroneous inputs and any adverse comment fed into this Report, the Anti Corruption Commission will take necessary initiative to amend it if anybody contact with its Director General (Administration).

I, in fine, pay my heartfelt thanks individually to all officials and members of the staff of the Commission, who devotedly discharged their assigned responsibilities in the series of programs executed by the Commission during the year of 2019 in its efforts to combat, prevent and control corruption; and also to those who have contributed in making this Annual Report into this shape to appear.

**(Iqbal Mahmood, PhD)**

Chairman

Anti-Corruption Commission.



# ***CHAPTER 1***

## **Regulatory Functions to Prevent Corruption**

- 1.1 Introduction**
  - 1.2 Enquiries**
  - 1.3 Investigation**
  - 1.4 Institutional Team**
  - 1.5 Prosecution**
  - 1.6 Relating to Arrest**
- 



## Regulatory Functions to Prevent Corruption

### 1.1 Introduction

The Anti-Corruption Commission employs multi-dimensional Strategy to control corruption. As part of the Strategy one of the foremost tasks of the Commission is to procure objective information. On the basis of this information the Commission adopts the decision for actions of Enquiry. The key sources of information are the common people and the mass media. Aside with this, the Commission collects information through its Intelligence Unit, and causes to hold enquiries also into the complaints received from such information. According to the Anti-Corruption Commission Act, it is the legal mandate of the Commission to conduct enquiry and investigation into any allegation relative to corruption, either on its own initiative, or submitted by any victim of corruption, or by anyone on his/her behalf concerning offences that correspond to the Schedule of the ACC Act.

As for curative measures to combat corruption, the Commission causes the accused persons to place or appear before the Court after completion of enquiries and investigations of the complaints and deals with the cases in the Court in expectation of awarding appropriate punishments to bona fide criminals. The Commission virtually attaches equal importance to each complaint. In course of probing into the complaint of corruption, the deciding factors for the Commission are objectivity, truth, documentary evidence, the ACC Act, 2004 and other existing relevant laws of the land. The Commission has meanwhile adopted a number based system to be applied to measure up the admissibility of the complaints for enquiry. No legal actions are initiated on the complaints scoring less than the specified mark.

#### 1.1.1 Receiving Corruption related Complaints

As of the current practice, corruption related complaints are received by both digital and manual means. Any citizen of the country may lodge/submit to the Commission the allegations of offences as included in the Schedule of the Anti-Corruption Commission Act, 2004. The Commission proceeds with legal actions on the basis of the specific allegations relating to offences as stated in the Schedule of the Anti-Corruption Commission Act, 2004 (with Amendments). The Commission has got no mandate to initiate any legal actions on the allegations about the offences not belonging to the Schedule. In some cases, however, the petitions of allegations are referred to the Ministries and the Divisions concerned for actions by the appropriate authority. If any public servant/banker/elected public representative or person engaged in any government duties, demands bribe, and if prior to payment of the bribe, the Head Office of the Commission or the officer-in-charge of the nearest office of the ACC, is intimated about it, the bribe-taker (s) is/are caught red-handed by applying trapping technique.

#### 1.1.2 Complaints Receiving Offices of ACC

- a) Chairman/Commissioner, Anti-Corruption Commission, Head Office, Segun Bagicha, Dhaka.
- b) Secretary/Director General (Wing to which the alleged offence belongs), Head Office, Segun Bagicha, Dhaka.
- c) Divisional Directors (Division under which the offence is committed), Anti-Corruption Commission, Divisional Offices, Dhaka/Chattogram/Rangpur/ Mymensingh/ Rajshahi/ Khulna/Barishal/Sylhet.

- d) Deputy Directors (the Integrated District Offices under which the offence takes place), Anti-Corruption Commission, Integrated District Offices, Dhaka-1/ Dhaka-2/ Tangail/ Faridpur/ Mymensingh/ Chattogram-1/Chattogram-2/Rangamati/Cumilla/ Noakhali/ Rajshahi/Bogura/Pabna/Rangpur/Dinajpur/ Khulna/Kushtia/Jashore/Barishal/ Patuakhali/ Sylhet/ Habiganj.
- e) From any telephone any citizen may lodge a toll-free complaint to the Hotline-106 of the Complaint Center of the Commission.
- f) Any citizen may lodge complaint about any offence included in the Commission's Schedule, by mail to [chairman@acc.org.bd](mailto:chairman@acc.org.bd).
- g) Complaints are also directly received at the Hotline-106 of the Commission's Complaint Center.

### 1.1.3 Actions Initiated on Complaints Received

It is the responsibility of the ACC to bring those, under purview of law, who gained properties inconsistent with their known sources of income. In accomplishing this responsibility by the Commission, apart from use of the information of its own intelligence, any citizen can lodge complaints with the ACC against any person who has acquired illegal wealth. The ACC can take lawful actions if the complaints against a person about gaining illegal money or wealth, are submitted mentioning therein his/her name/profession and full address as well as the following information-

- Immovable property (house, flat, plot, land, vehicle, etc) along with location, quantity, tentative price, detailed address;
- Specific information about bank account, stock share, FDR, savings-certificates, etc.
- Registration number/ type of vehicle(s);
- Location, type and specified address of business organization; and
- Description of the lifestyle disproportionate to known sources of income.

The Commission takes to stern legal actions in cases of embezzlement and damage to government money/ properties. But the following information are required to be there while sending the allegation to the Commission-

- Amount of money/ assets embezzled and the time of the commission of the embezzlement;
- When and how the embezzlement took place, and in the capacities of which positions;
- Descriptions of the accomplices abetting in the commission of the embezzlement indirectly/ keeping in concealment;
- Documents/records relevant to the occurrence.



As regards the abuses of power and other offences, the complaints may be submitted with a clear statement about when and how the accused person got benefitted by the abuse of power, or thereby caused others to get benefitted or to suffer damage, or caused damage to the money and properties of the State. However, the complaints should be specific and must be accompanied by supportive information and documents. At least the following information should be made available-

- Description of the complaints and the time of occurrence;
- Information and evidences in support of the allegations;
- Name, designation (if any) and full address of the alleged person; and
- Specific information regarding suspicious financial transaction or Money Laundering.

**On receiving the complaints, the Commission takes the following points into consideration:**

- Whether the allegation corresponds to any offences included in the Schedule of the ACC Act;
- Whether the complaint is specific and information-based;
- Whether the period of occurrence of the offence is mentioned;
- Involvement of the alleged person with the complaint;
- Whether the full address/es of the alleged person(s) is/ are specified; and
- Public importance and dimension of the complaint;
- Amount of financial involvement in the complaint;
- Whether the name and address of the complainant are mentioned;
- Other relevant laws are reviewed so as to ensure whether the complaint is apt to be proved in the court.

#### **1.1.4 Complaint and its Statistics of Post-Scrutiny Actions**

The tasks to receive and scrutinize the complaints/allegations are performed in compliance with the Anti-Corruption Commission Rules, 2007. Pursuant to the Rules, one 'Complaint Scrutiny Cell' is operating in the ACC to examine the allegations. The allegations received from multiple stakeholders and sources are scrutinized by this Cell. In 2017, the Commission introduced a grading system in scrutinizing the allegations. Resultantly there is no scope for the officers and staffs of the ACC, to get influenced. No complaint is taken up for enquiry if it does not score the specified mark.

In 2019 as many as 21,371 allegations were poured into the ACC from the respectable citizens belonging to various classes of the society, from media and various organizations. Of these, 1,710 complaints were taken up for enquiries and 3,627 were forwarded to the Ministries/ Divisions concerned for taking necessary actions. The statistics of the complaints received in 2019 and of post-scrutiny measures are set out in Table-1, and table-2 shows the comparative statistics of complaints received during 2015, 2016, 2017, 2018 and 2019.

**Table-1: Statistics of Complaints received, and post-scrutiny measures taken in 2019**

Source of complaints received		Total number of complaints received	Number of complaints screened out for Enquiries	Number of complaints filed	Sent to the Departments concerned for necessary actions
Members of public (at Head Office, written)	15,557	21,371	1,710	16,034	3,627
Govt. Offices/ Agencies	49				
Private Offices/ Agencies	232				
Newspapers/ TV reports	594				
Divisional offices of the Commission	1,998				
Hotlines	1,843				
Others (Court, Facebook, e-mail etc.)	1,098				

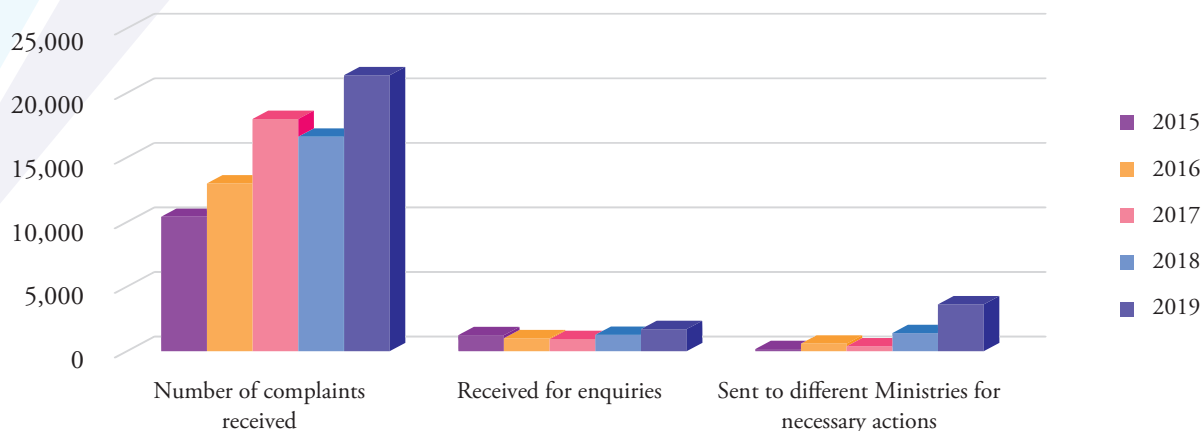
**Table-2: Comparative scenario of allegations received by Commission in 2015, 2016, 2017, 2018 and 2019**

Year	Number of complaints received	Received for enquiries	Sent to different Ministries for necessary actions
2015	10,415	1,240	165
2016	12,990	1,007	588
2017	17,983	937	377
2018	16,606	1,265	1,404
2019	21,371	1,710	3,627

On review of all the complaints through last 5 years, it appears that the number of complaints lodged with the Commission in 2019 is the highest. The analysis of this statistics reveals that the complaints taken up for enquiry in 2019 numbered the highest. Moreover, in the same year the complaints sent to different Ministries/Divisions for taking necessary measures, were also the highest in number. The continual increase of the complaints submitted to the ACC since 2015, seems to indicate greater trust being reposed upon the ACC by the common people. The Commission thinks, the trust and confidence of the people has increased at least marginally. Possibly that is the reason of why the number of complaints has increased by more than double since 2015 to 2019.



**Figure-1: Statistics of the Complaints Received in the Commission during 2015, 2016, 2017, 2018 and 2019**



## 1.2 Enquiries

### 1.2.1 Legal Basis of Enquiries

Through scrutiny of the complaints, legal actions on those are initiated. Pursuant to the Section 17(a) of the Anti-Corruption Commission Act, 2004, one of the foremost responsibilities of the Commission is to hold enquiries into the specific complaints on the offences as included in the Schedule. Enquiry is the action taken to find out the prima facie truth of the complaints received. Under the Sections 19 and 20 of the ACC Act, 2004 the Commission is vested with special powers to conduct enquiries and investigations. Keeping that end in view, the ACC carries out its actions pertaining to enquiries through three Wings (Investigation Wing, Special Investigation Wing, and Money Laundering and Inspection Wing).

The branches and sections of the Investigation Wing supervise the enquiries done at the field level by 8 (eight) Divisional and 22 (twenty-two) integrated District Offices. Of the issues set for enquiries, the jurisdiction of those of specialized nature belongs to the Special Investigation Wing of the Commission. The tasks assigned to this Wing are: to hold enquiries into institutional corruption, arrest the corrupt persons by trap cases, grand cases of financial corruption and other specialized actions.

As under the Money Laundering Act, the functions of the Money Laundering Wing are to carry out enquiries and investigations into the cases of only bribery, and the offences of money laundering associated with corruption. This is worth mentioning that the enquiry and investigation into money laundering related remaining 26 offences under the said Act are conducted through other agencies including National Board of Revenue and the Criminal Investigation Department (CID) of the Police.



## 1.2.2 Statistics of Enquiry Operations as Undertaken by the Commission

### Enquiry Operations in 2019 including pending Enquiries of the preceding years

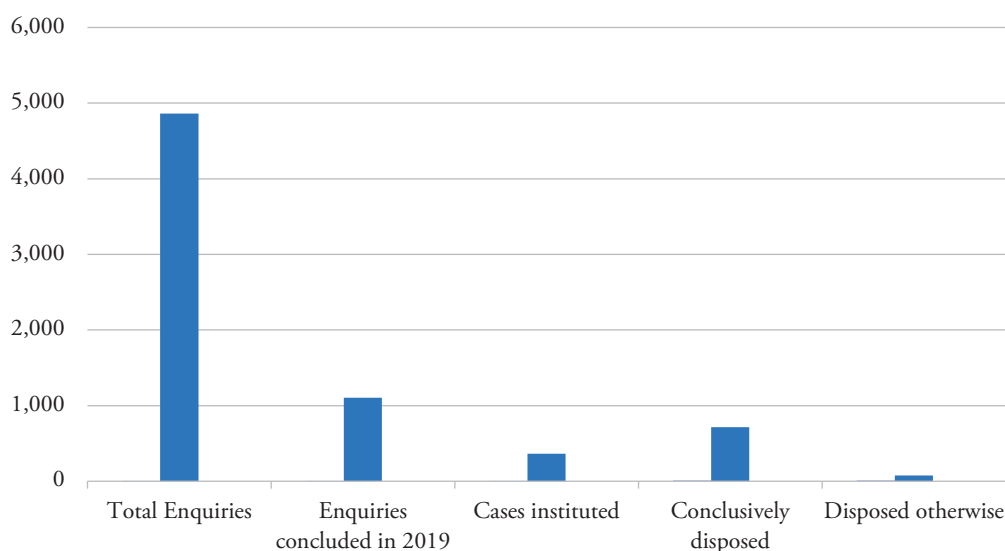
Laden with huge number of enquiries pending through the preceding years, the Commission, undertook special programs to launch enquiry operations. In pursuit of the working strategy of the Commission, special directives were communicated to the officials to end up the pending enquiries within the specified time lines. Moreover, the totality of enquiries held in 2019 including the ones remaining pending since the previous years, numbered to 4,861. The Commission successfully completed 1,106 enquiries in 2019. Based on the outcomes of the enquiries held, the enquiry officers of the Commission instituted 363 cases. The results of the other completed enquiries were done with, in wrapping up the cases and entering in the records of the Commission, and through disposals in other manners as well. Table-3 and Figure-2 project out a comprehensive scenario of statistics about the enquiry operations in 2019.

**Table-3: Statistics of Enquiries into the Complaints in 2019**

Enquiries pending at start of 2019	Cases of enquiries received in 2019	Total Enquiries	Enquiries concluded in 2019	Cases instituted	Conclusively disposed	Disposed otherwise
1	2	3	4	5	6	7
2,887	1,974	4,861	1,106	363*	716	75

\*Multiple cases have been originated from the same record /file.

**Figure-2: Statistics of Comprehensive Actions of Enquiries held during 2019**



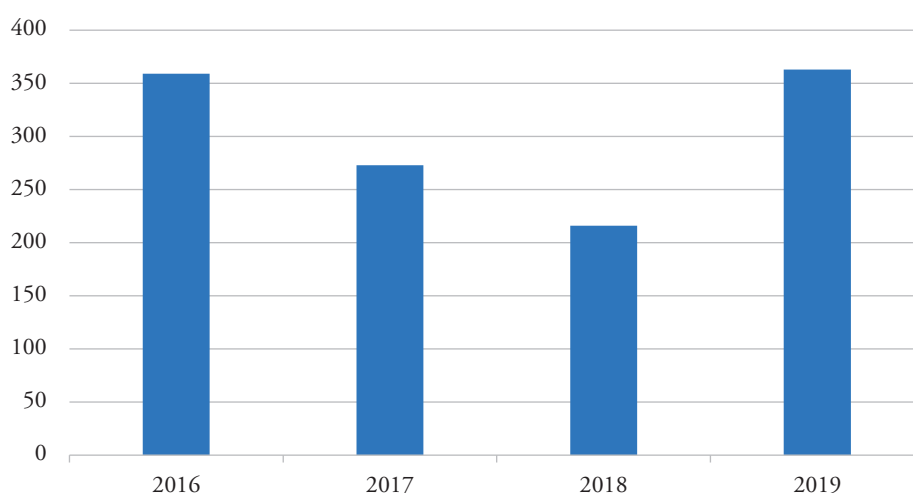


**Table-4: Statistics of the Cases Instituted in 2016, 2017, 2018 and 2019**

Year	Number of Cases lodged
2016	359
2017	273
2018	216
2019	363

On reviewing the statistics of the cases filed by the Commission, it appears that the Commission has instituted the highest number of cases in 2019. Since inception, the Commission has applied more diligence in respect to instituting qualitatively merited (having adequate documentary evidences to prove with) cases. Despite that the Commission had been able to lodge the largest number of cases in 2019. By means of instituting a large number of cases, the Commission has taken efforts to optimize the dynamism in its regulatory actions against corruption.

**Figure-3: Statistics of the Cases Instituted in 2016, 2017, 2018 and 2019**



### 1.2.3 Information concerning Enquiry into illegal Wealth

It is the legal responsibility of the ACC to take legal actions against those who have gained illegal assets beyond their known sources of income. Out of 1,714 enquiries 723 (about 42%) enquiries were received in 2019 and the rest 991 (nearly 58%) enquiries are the carry-over from the previous years. This year the Commission has concluded 388 enquiries, and instituted 154 cases based on the findings of the completed enquiries.

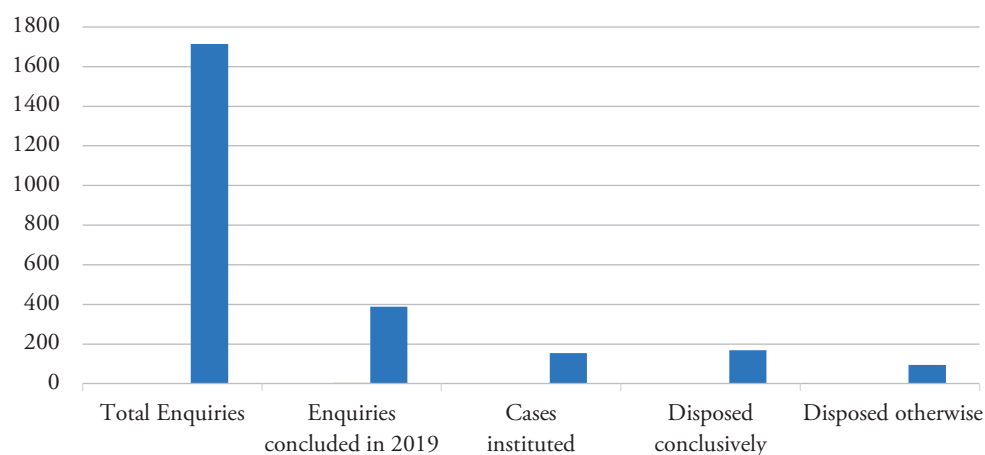
Table-5 and Figure-4 present a perceptive view about the activities of the ACC in respect to holding enquiries and the results thereof:

**Table-5: Statistics of Enquiry Operations Concerning Wealth**

Enquiries pending at beginning of 2019	Enquiries received during 2019	Total Enquiries	Enquiries concluded in 2019	Cases instituted	Disposed conclusively	Disposed otherwise
1	2	3	4	5	6	7
991	723	1,714	388	154*	168	95

\* Multiple cases have been originated from the same record/file

**Figure-4: Enquiries Conducted on Wealth and ACC's Actions based on the Results of Enquiries**



### 1.2.4 Enquiry on Money Laundering

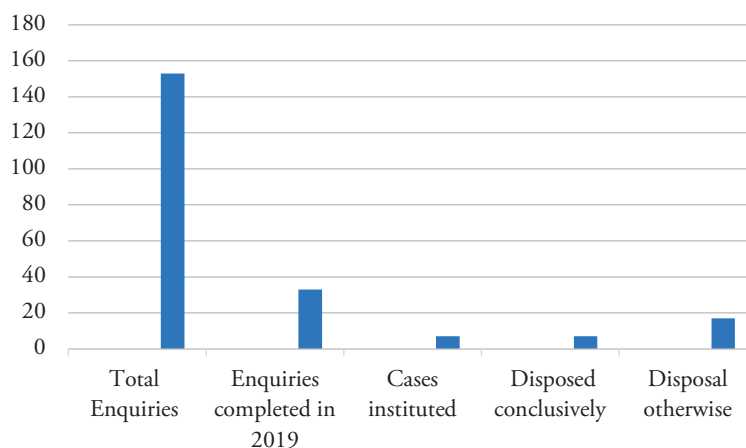
During 2019, the Commission conducted 33 enquiries out of 80 including those carried forward from the preceding years, and as such the Commission in the same year lodged 7 cases, closed 9 complaints and 17 complaints were forwarded to other agencies. In Table-6 and Figure-5 a perceptive view of the Commission's performances regarding the enquiries on money laundering and the outcome has been presented.

**Table-6: Statistics of Enquiry Operations of the ACC into Money Laundering in 2019**

Enquiries pending at beginning of 2019	Enquiries received in 2019	Total Enquiries	Enquiries completed in 2019	Cases instituted	Disposed conclusively	Disposal otherwise
1	2	3	4	5	6	7
80	73	153	33	07	09	17



**Figure-5: Statistics of Enquiries by the ACC on Money Laundering in 2019**



## 1.3 Investigation

### Introduction

The Anti-Corruption Commission is resolutely committed to complete the investigations under the law within the stipulated time line. Owing to collection of facts and information and legal rules and regulations, the investigations in some cases cannot be completed within the given time limit. According to the Commission's Annual Work Plan, the investigative operations to end by the given time line, are intensively monitored on regular turns. On completion of the enquiry held in consideration of prima facie credibility, the Commission appoints an Officer to conduct full investigation after the case is instituted. If, after reviewing the investigation report, the Commission gets satisfied, then it concedes to approve the charge-sheet or the final report, as the case may be. In the process of approving the charge-sheet, the decisions are taken quite dispassionately.

#### 1.3.1 Legal Basis of Investigation

It is the Commission's responsibility to hold enquiries into the complaints related to the offences included in the Schedule of the Anti-Corruption Commission Act, and accordingly to bring the accused persons under the purview of law. The Commission has been discharging this responsibility since it came into being. With a view to complete the investigations within the given time lines the Commission is endeavoring relentlessly. To conduct investigations into the offences of corruption is the prime statutory function of the Commission (Section 17(a) of the ACC Act, 2004). The outputs of the investigations form the foundations of prosecutions against the offences of corruption. The Sections 19 and 20 of the ACC Act, 2004 have conferred special power upon the ACC. Aiming at that, the Commission accomplishes the investigational operations through three Wings notably: Investigation Wing, Special Investigation Wing, and Money Laundering Wing.

The branches and the sections of Investigation Wing and Money Laundering Wing supervise the performances regarding investigations carried out at field-levels by 08 Divisional Offices and 22 Integrated District Offices. Besides, the Investigation Wing investigates into the cases pouring in from multiple sources. Of the selected assignments for investigations, the specialized areas are over sighted by the Special Investigation Wing of the Commission.

### 1.3.2 Investigational Operations in 2019 including Investigations Pending since Previous Years

Conforming to the working strategy of the Commission, special directives are often communicated to the officials to complete the investigations within the given time limit. The Commission has adopted stern measures to conclude every investigation within the given period of time. Pursuant to the Annual Work Plan of the Commission, the matter concerning investigations (time bound) are regularly and intensively monitored. The total number of investigations in 2019 was 1,729 including the pending investigations of the preceding years.

The Commission has successfully completed 473 investigations in the year of 2019. Based on these investigations completed as such, the Commission accorded approvals for submission of 267 charge-sheets. As for the rest of the completed investigations, 121 final reports were approved for submission. Under legal duress, investigations numbering 88 were referred to other agencies. Table-7 and Figure-6 set out the statistics of overall investigational operations held in 2019.

**Table-7: Statistics of Investigations into Complaints in 2019**

Investigations pending at beginning of 2019	Investigations received in 2019	Total Investigations	Investigations Completed in 2019	Submission of Charge-Sheets	Submission of Final Report	Disposed Otherwise
1	2	3	4	5	6	7
1,118	611	1,729	473	267*	121	88

\* Multiple investigations have been originated from the same record/file

**Figure-6: Statistics of overall Investigations during 2019**

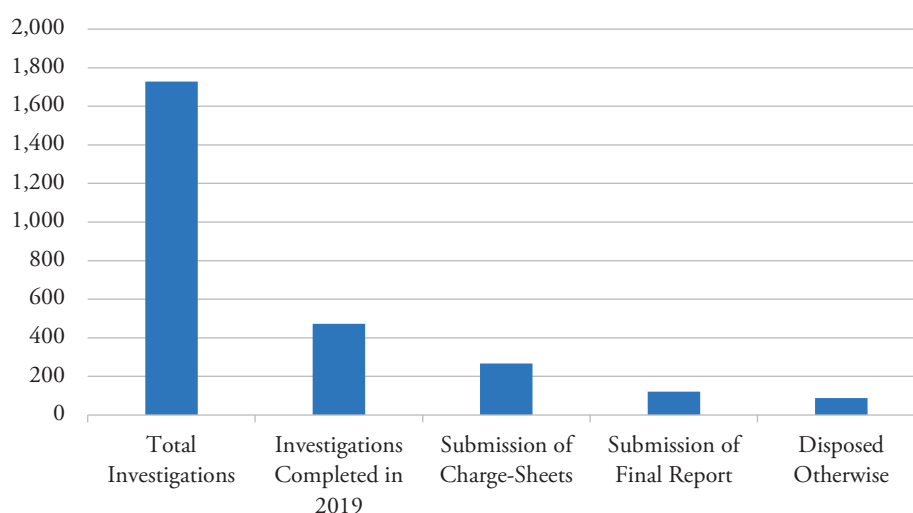


Table-8 and Figure-7 present the comparative scenario of charge-sheets approved based on investigations held during last 4 years covering 2016, 2017, 2018 and 2019

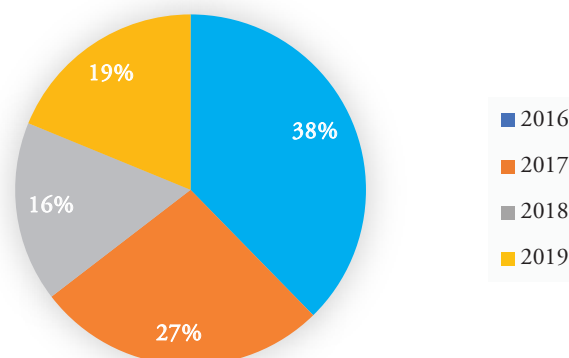


**Table-8: Comparative statistics of investigational operations in 2016, 2017, 2018 and 2019**

Year	Approval of Charge-Sheets
2016	535
2017	382
2018	236
2019	267

On reviewing the statistics of the charge-sheets approved by the Commission during the last four years, it transpires that the number of approved charge-sheets during 2019 has marginally increased comparison to 2018. This marginal increase of charge-sheets may be imputed to more diligence exercised by the Commission in respect to investigating into qualitatively merited (having adequate documentary evidences to prove with) cases. The Commission is of the view that if the accused persons can be prosecuted on perfect investigation, it may become easier to hold them trapped into the bounds of law in pursuit of judicial process. The Commission is getting on with multi-dimensional actions including training to ensure the quality standard of the investigations.

**Figure-7: Comparative scenario of investigational operations done in 2016, 2017, 2018 and 2019**



### 1.3.3 Investigations on Ill-gotten Wealth

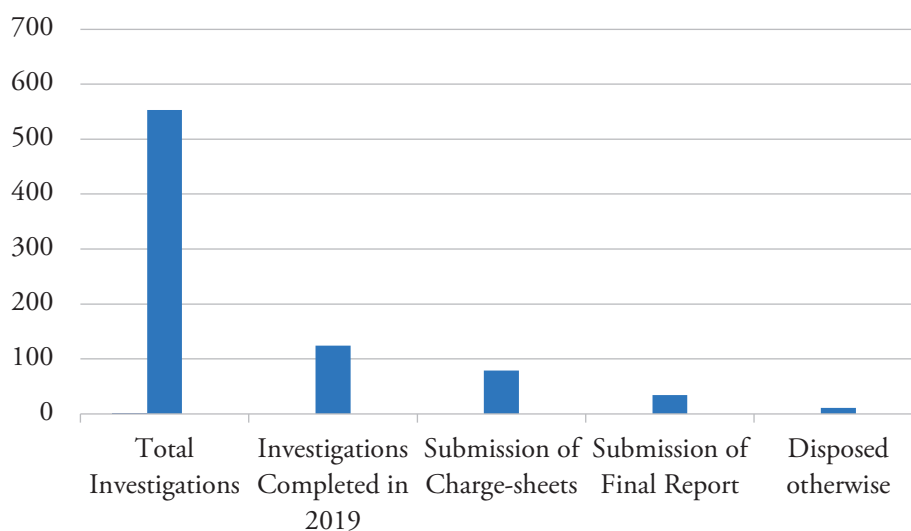
Taking actions against the possessors of ill-gotten wealth is the legal mandate of the ACC. According to Sections 26 and 27 of the ACC Act, 2004, actions are taken against those who have earned wealth through bribery, corruption or in other illegal way. Out of 562 wealth based investigations, 165 investigations (about 29%) were received in 2019, and the rest 397 investigations (71%) belong to the preceding years. The Commission this year has completed 123 wealth related investigations, and approved 78 charge-sheets on the outputs of the completed investigations.

**Table-9 and Figure-8 present a perceptive view about the efforts of the ACC regarding wealth related investigations conducted and results received.**

**Table-9: Statistics of Investigational Operations relating to Wealth**

Investigations pending at beginning of 2019	Investigations taken up during 2019	Total Investigations	Investigations Completed in 2019	Submission of Charge-sheets	Submission of Final Report	Disposed otherwise
397	165	562	123	78	34	11

**Figure-8: Investigational Operations on relating to ill-gotten Wealth**



### 1.3.4 Investigations on Money Laundering

According to the existing money laundering law, the ACC does not possess the sole responsibility to conduct the money laundering cases. Currently some agencies including the National Board of Revenue (NBR), the Criminal Investigation Department (CID) of the Police and the Department of Narcotics Control are dealing with the money laundering cases. The ACC is empowered to investigate only into those money laundering offences which are associated with bribery and corruption. The investigations into money laundering related remaining 26 offences are being carried out by other agencies.

In 2019, the Commission disposed of 18 investigations into the money laundering cases from among the total of 45 including those pending and carried forward from the preceding years, and the Commission approved charge-sheets for 13 cases. Among the remainders, 3 cases being beyond the jurisdiction of the Commission, were forwarded to the organizations concerned, and final reports were submitted in 2 cases.

The ACC investigates into the money laundering cases with utmost importance. During 2019, trials of 11 cases were completed in the trial courts, which had been investigated by the Commission. The learned court convicted the accused in all 11 cases.

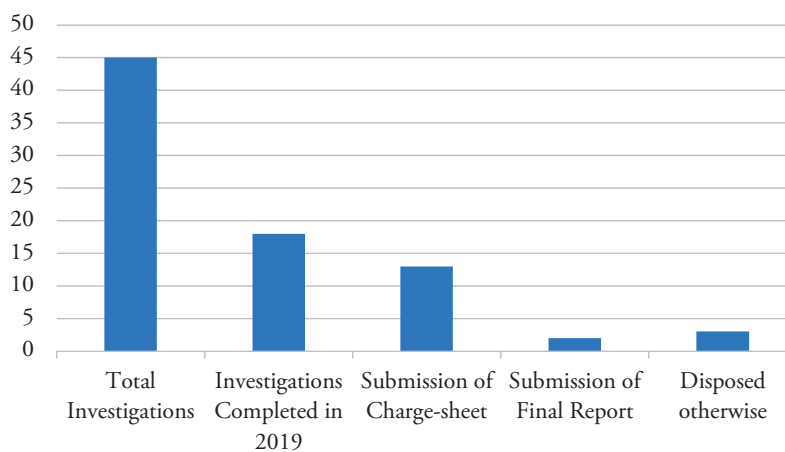
**The Table-10 and Figure-9 give out perceptive views of the Commission's performances regarding the investigations on money laundering and their results.**



**Table-10: Statistics about Investigational Operations relating to Money Laundering**

Investigations pending at beginning of 2019	Investigations taken up during 2019	Total Investigations	Investigations Completed in 2019	Submission of Charge-sheet	Submission of Final Report	Disposed otherwise
1	2	3	4	5	6	7
24	21	45	18	13	02	03

**Figure-9: Graphical view of Investigational Operations relating to Money Laundering**



### 1.3.5 Matters Relating to Trap-Cases

Intrigued with the objective to root out the sources of corruption, the Commission operates trap cases. Commonly in case any officer or staff employed to provide services asks for bribe or gifts, directives to carry out trap operations are accorded on obtaining approval from the Commission. The Commission takes necessary steps to catch the officer red-handed when found demanding bribes. If any public servant employed in government services, demands “bribe” against any services, and if prior to making the transaction of “bribe”, the Head Office or the Hotline of the ACC’s Complaint Center or officer in charge of the nearest office of the ACC is informed about such illegal demand, measures are taken up to catch the bribe taker red-handed by laying out traps.

Table-11 and Figure-10 give out the performances of the ACC to investigate into trap-cases during 2019.

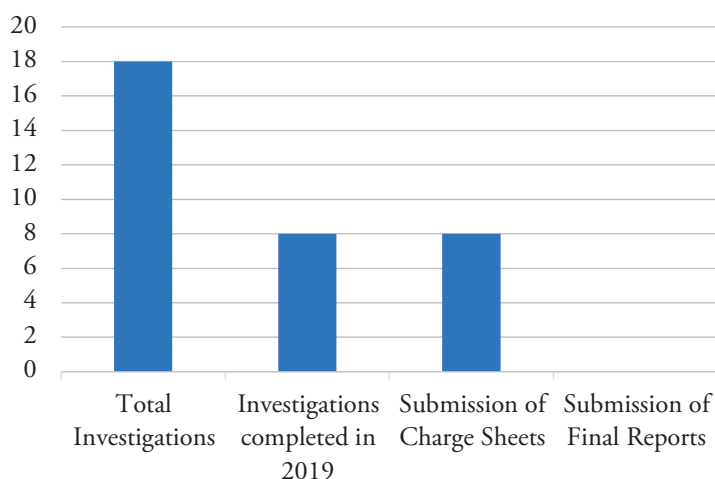
**Table-11: Investigational Operations in Trap Cases during 2019**

Investigations Pending till 2019	Investigations taken up during 2019	Total Investigations	Investigations completed in 2019	Submission of Charge Sheets	Submission of Final Reports
1	2	3	4	5	6
02	16	18	08	08	-



While the investigational performances about trap cases are reviewed, it appears that the Commission has awarded approval for submission of Charge-sheets in 100% of cases instituted by the Commission.

**Figure-10: Performance of the ACC in Investigations of Trap Cases during 2019**



In the following Table-12 and Figure-11, comparative views of investigations regarding Trap Cases operated are exhibited for 2015, 2016, 2017, 2018 and 2019.

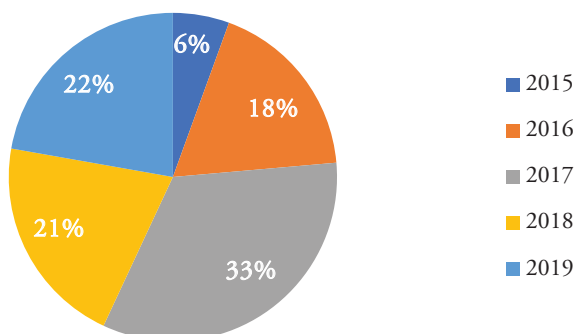
**Table-12: Statistics of Trap Cases during 2015,2016, 2017, 2018 and 2019**

Year	Number of Trap Cases
2015	04
2016	13
2017	24
2018	15
2019	16

Review of Table-12 reveals that 16 trap-cases have been launched during 2019. Compared to the preceding year, the number of trap cases has marginally increased. Concurrently with conducting trap cases, preventive and anti-corruption drives are also being launched in response to the complaints received through the Hot Line-106 of the Commission's Complaint Center. By way of these Drives, many incidents of corruption were averted well ahead of possible occurrence.



**Figure-11: Comparative view of Investigational Performances regarding Trap Cases during last five years of 2015, 2016, 2017, 2018 and 2019**



#### 1.4 Institutional Team

In a bid to reduce bribery, corruption, procrastination and public harassment by means of reforms in public service delivery systems, the Commission has formed Institutional Teams. Aiming at an end to irregularities, corruption and unusual delay, the Commission in true sense expects that every organization of Bangladesh shall play a positive role in rendering public services through the way of business process re-engineering.

As the Commission is mandated to probe by enquiry into the complaints on its own initiative, so is responsible to identify the sources of multiple forms of corruption in the backdrop of the socio-economic situations in Bangladesh, and to place recommendations for taking necessary measures accordingly. Given with legal context, the ACC started taking on enquiries and investigations into institutional corruption as well since the year 2008.

In a bid to combat and prevent corruption in 25 organizations, the Commission formed 25 institutional teams in 2017. The organizations include: Titas Gas, Bangladesh Railway, Civil Aviation Authority, Biman Bangladesh Airlines, Customs, VAT and Excise, Department of Income Tax, WASA, Department of Narcotics Control, Roads and Highways Department, Bangladesh Road Transport Corporation, Registration Complex including Offices of the Sub-Registrars, Bangladesh Inland Water Transport Authority, Bangladesh Inland Water Transport Corporation, Public Works Department, Offices of the Accounts officers, Sea and Land Port Authorities, Directorate of Drug Administration, Offices of the Deputy Commissioner, Dhaka ( Land Acquisition (LA) and Revenue Sections (SA) Sections, Department of Environment, Bangladesh Standards and Testing Institution, Rajdhani Unnayan Kartripokkha, Land Records and Survey Department, Directorate of Health, National Housing Authority and Directorate of Education. The performances of all the teams which were constituted with specified TOR to control and prevent corruption, are regularly reviewed. Generally the officials in the rank of Director General keep monitoring over the activities of the teams.

Each team is instructed to watch into and analyze the relevant existing laws, rules, operating system, misappropriation/abuse of public money, and to identify the reasons of success/es, limitations, legal encumbrances, harassments to service takers and of corruption in these institutions. Moreover, the teams are assigned with the task to submit reports with recommendations of remedies to preclude recurrence, and to put forth proposals to the Commission to initiate legal actions against the persons found liable.



In 2019, aligned with the specific guidelines, the Institutional Teams attached to the Directorate of Health, Public Works Department, Offices of the Accounts Officers, WASA, Titas Gas, Biman Bangladesh Airlines and Civil Aviation Authority, have submitted their Reports identifying the sources of corruption and incorporating the recommendations for preventive measures. On holding discussions and reviews, the Commission has forwarded some realistic recommendations to the Ministries concerned of the government. The Commission holds the view that these recommendations are implementable which, in those offices, must reduce bribery, corruption, harassments and dillydallying in respect to delivery of government services.

## 1.5 Prosecution

### 1.5.1 Legal basis for conducting the cases

The foremost legal mandate of the ACC is to bring the criminals under cognizance of law and present them before the learned courts.

Concurrently with investigating into the complaints, the Anti-Corruption Commission plays the role of a prosecuting agency. The Commission conducts each of the cases with equal importance. In dealing with the cases the Commission abides by the Anti-Corruption Commission Act, 2004 (and its Amendments), the Prevention of Money-laundering Act, 2012 (and its Amendments), the Penal Code, 1860, the Criminal Procedure Code, 1898, the Prevention of Corruption Act, 1947, the Criminal Law Amendment Act, 1958, the Evidence Act, 1872 and other relevant laws and rules. On the basis of the enquiries and investigations the Commission, as provided under section 17 (b) of the Anti-Corruption Commission Act, 2004, is empowered to lodge and conduct the cases.

### Commission Competent to Conduct Cases with Specified Offences:

The offences specified under the Schedule of the Anti-Corruption Commission Act, 2004 (and its Amendments), the Prevention of Corruption Act, 1947, the Prevention of Money-laundering Act, 2012 (and its Amendments), the offences under sections 161-169, 217, 218, 409 of the Penal Code, 1860 and offences under sections 420, 467, 468, 471, 477A of the same Code, provided they relate to public property or are committed in discharge of official duties, by public servants or by the officers or staff of the banks or financial institutions, offences under Sections 109 (Abetment), 120B (Criminal Conspiracy), 511 (Attempting to Commit Offence) and any offences as indicated under its sub-Sections (a), (b) or (c) and (d).

The Commission, as provided under section 32(1) of the Anti-Corruption Commission Act, 2004, is vested with full authority to accord approval for filing cases against the offences as referred to above. In accordance with the Section 28 (1) of the Anti-Corruption Commission Act, 2004, the offences under this Act and its Schedule shall be triable by a special judge. The Section 28(2) of the Criminal Law Amendment Act, 1958 provides that saving the Sub-Section 6(5) and the Section 6 shall apply to Appeals in corruption cases. But in case any contradictory matters arise between the Criminal Law Amendment Act 1958, and the Anti-Corruption Commission Act, 2004, the legal provisions of the Anti-Corruption Commission Act shall prevail [Section 28 (3) of the ACC Act].

The Law Wing of the Commission supervises the legal affairs and preserves the updates of the cases of the Commission. The Wing operated under one Director General is supervised by two Directors through two branches named Legal and the Prosecution Branches. The lawyers appointed by the Commission, conduct the cases in the related Courts under direct supervision of this Wing. According to provisions of the ACC Act, 2004, the Commission may set up one Prosecution Unit of its own with adequate number of Prosecutors, who will conduct the cases in the special courts [Section 33 (a)]. To conduct the corruption cases for the Commission, in the courts of special judges and in both the Divisions of the Supreme Court of Bangladesh, the Commission appoints its lawyers on contractual basis under separate panel. The lawyers of the 13-member panel, who are termed as “Public Prosecutors”, are performing their duties in the 13 courts of special judges in Dhaka. As such the lawyers numbering 38 in Dhaka Division, 28 in Chattogram, 23 in Rajshahi, 19 in Rangpur, 25 in Khulna, 14 in Barishal, 10 in Sylhet and 14 in Mymensingh, are working for the Commission. Among them there are 4 female Prosecutors.



## 1.5.2 Conducting the Cases in Trial Courts

For the past four years, the conviction rate in the cases of Anti-Corruption Commission has been fairly stable. This can be termed as the beginning of a positive change in the institutional capacity of the Commission. Because the conviction rate of the cases is one of the key determinants of the ACC's institutional competence.

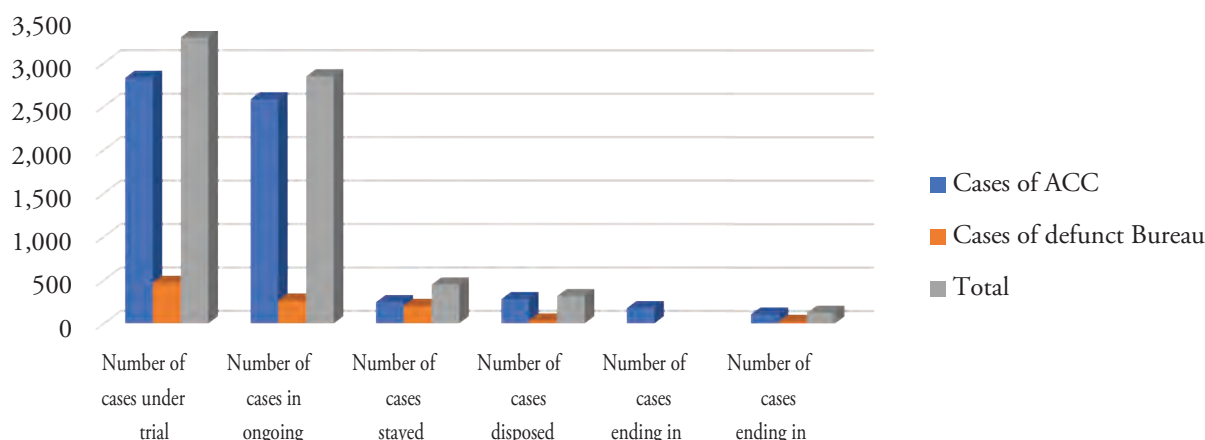
The Commission is working as a prosecuting agency to ensure convictions in 100 per cent cases. In obeying the directives of the Commission, the officials of the Law Wing regularly get to contacts with the lawyers of each case, and make sure that the lawyer/s and the witness/es do appear in the Court. The Commission monitors each case individually through the Law Wing.

By the end of December, 2019, 317 cases were disposed of in the court of special judge. Of these, 282 (89%) cases were instituted by the Anti-Corruption Commission and the rest 35 (11%) were carried over from the erstwhile Bureau of Anti-Corruption. The 282 cases lodged by the ACC were disposed of in the learned trial courts, of which 177 cases ended in convictions. The rate of conviction in the cases of the Commission is 63 % (approx.) and the rate of conviction in cases of the defunct Bureau of Anti-Corruption accounts to 40%. The statistics of the corruption cases pending for trial till December 2019 with the Court of special judge, are shown in Table-13.

**Table-13: Statistics of Corruption Cases Tried in the Court of Special Judge in 2019**

Description	Cases of ACC	Cases of defunct Bureau	Total
Number of cases under trial	2,830	469	3,299
Number of cases in ongoing trial	2,584	265	2,849
Number of cases stayed	246	204	450
Number of cases disposed	282	35	317
Number of cases ending in convictions	177	14	191
Number of cases ending in acquittals	105	21	126

**Figure-12: Graphical view of the Corruption Cases tried in the Court of Special Judge in 2019**

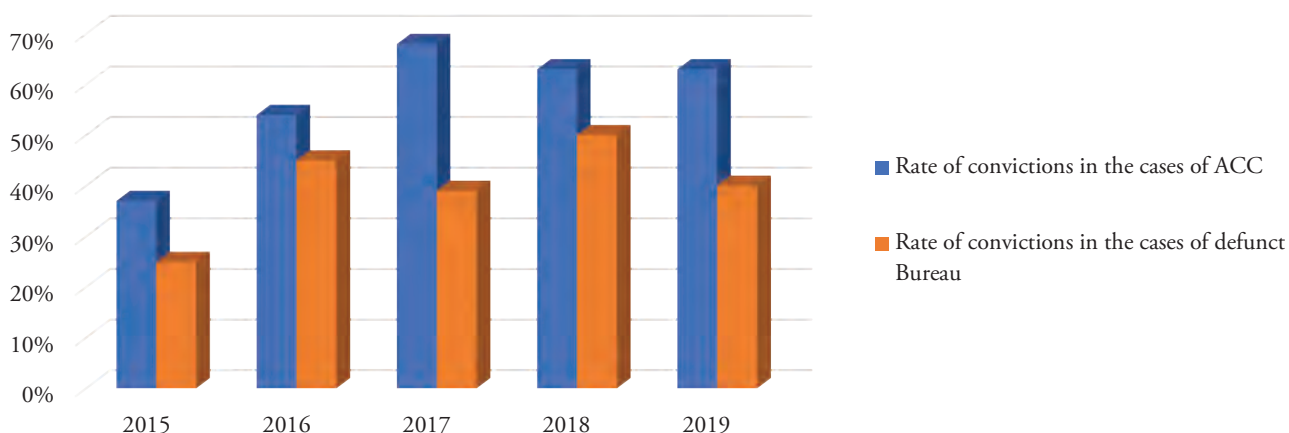


**Table-14: Comparative Statistics of Convictions during 2015, 2016, 2017, 2018 and 2019**

Year	Rate of convictions in the cases of ACC	Rate of convictions in the cases of defunct Bureau
2015	37%	25%
2016	54%	45%
2017	68%	39%
2018	63%	50%
2019	63%	40%

While reviewing the judgments of the trial Courts (Table-14) during the last five years, it appears that the rate of conviction in the cases of the Anti-Corruption Commission in 2015 was 37%, in 2016 the conviction rate was 54%, in 2017 it was 68%, in 2018 it was 63% and in 2019 also the conviction rate was 63%. Analysis of these statistics reveals that the rate of conviction in the cases filed by the Commission has been almost stable since 2017. During the last two years the conviction rate remained the same. This is a positive achievement of the Commission. The rate of conviction in the cases was only 37% in 2015, whereas the conviction rate successively rose above 60 percent in 2017, 2018 and 2019. The Commission, however, is striving to ensure punishments to 100 per cent in its cases.

**Figure-13: Graphical View of Convictions in 2015, 2016, 2017, 2018 and 2019**

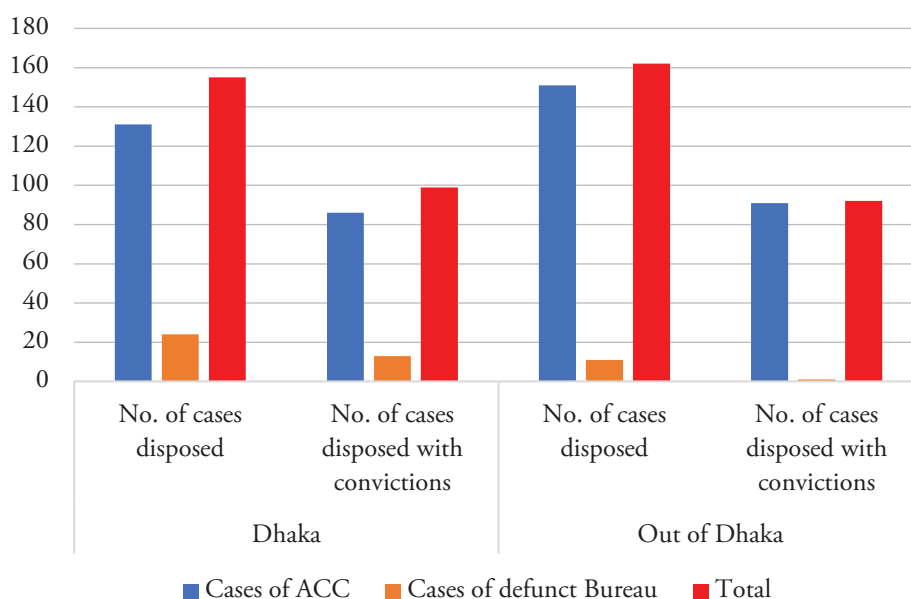


**Table-15: Statistics of Corruption Cases Disposed and Convictions Awarded, by the Courts of Special Judges in and out of Dhaka during 2019**

Description		Number		
		Cases of ACC	Cases of defunct Bureau	Total
Dhaka	No. of cases disposed	131	24	155
	No. of cases disposed with convictions	86	13	99
Out of Dhaka	No. of cases disposed	151	11	162
	No. of cases disposed with convictions	91	01	92

During 2019, the court of special judge in Dhaka disposed of 155 cases of corruption. Of the total disposals, the rate of cases filed by the ACC accounts to 85% and the rest of the cases (about 15%) belonged to the defunct Bureau of Anti-Corruption. Concurrently the courts of special judges existing out of Dhaka disposed of 162 cases. Conversely, the total disposal cases belonging to the defunct Bureau is 11. A comparative view of statistics regarding disposal and convictions by the courts existing in and out of Dhaka, is laid out under Table-15.

**Figure-14: Comparative view of Statistics of convictions in the Corruption Cases tried by the Courts of Special Judges in and out of Dhaka during 2019**



## Statistics of under-trial Cases Related to Illegal Properties

**Table-16: Statistics of Illegal Properties related Cases in the Court of Special Judge in 2019**

Description	Cases of ACC	Cases of defunct Bureau	Total
Number of cases disposed	40	-	40
Number of cases of convictions	23	-	23
Number of cases of acquittals	17	-	17

During 2019, 40 cases concerning illegal properties were disposed of in the court of special judge, of which 23 cases ended in convictions and in 17 cases the accused persons were acquitted. A review of these figures shows that the rate of conviction in the cases related to illegal properties, filed by the Commission is about 58% and, on the other hand, the rate of acquittal is 42%.

**Figure-15: Statistical View of Judgments in illegal Property Related Cases**





## Statistics of Money Laundering Cases Ending in Trials:

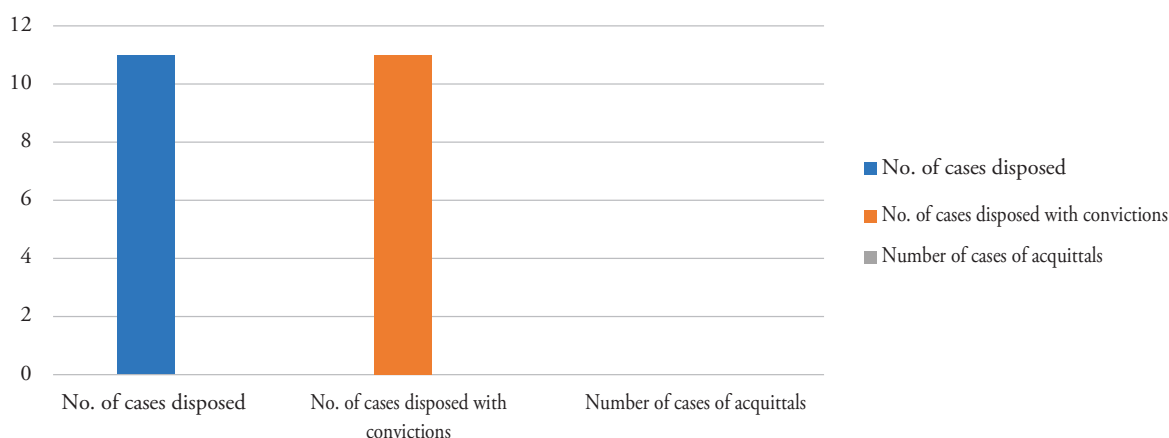
**Table-17: Statistics of Money Laundering Cases, tried in the Court of Special Judge in 2019**

Description	Cases of ACC	Cases of defunct Bureau	Total
No. of cases disposed	11	-	11
No. of cases disposed with convictions	11	-	11
Number of cases of acquittals		-	

During 2019, 11 cases relating to money laundering were disposed of in the Court of special judge, each case ended in conviction.

The statistics of the Table-17, while reviewed, show that in the money laundering cases lodged by the Commission, conviction up to 100% was achieved. The conviction rate in the Commission's money laundering case was 100 percent in 2018 too. It is, for sure, a matter of pride for the ACC to consistently ensuring punishment in hundred percent of the money laundering cases. The ACC firmly believes that the success emerged from flawless investigations done into the money-laundering cases and presenting them properly before the court.

**Figure-16: The Comparative view of Conviction and Acquittal in Money Laundering cases in the court of Special Judge in 2019**



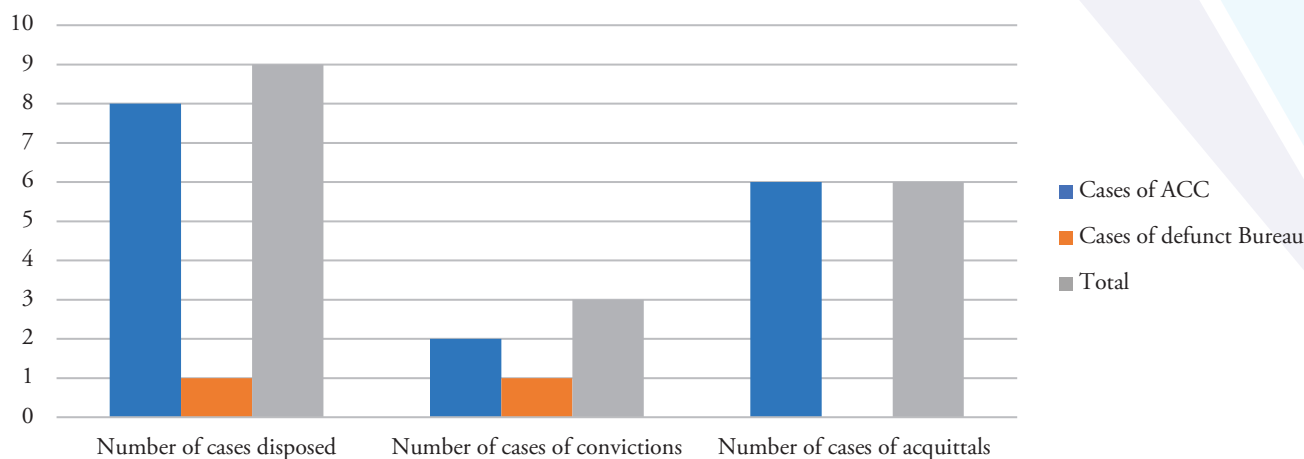
**Table-18: Statistics of Trap Cases Tried in the Court of Special Judge in 2019**

Description	Cases of ACC	Cases of defunct Bureau	Total
Number of cases disposed	08	01	09
Number of cases of convictions	02	01	03
Number of cases of acquittals	06	-	06

9 trap cases were disposed in 2019. The Table-18, while reviewed, reveals that out of the total trap cases lodged by the Commission, 33 % case ended in convictions.



**Figure-17: Scenario of Convictions and Acquittals in Trap Cases Tried by the Court of Special Judge**



**Table-19: Statistics relating to Convictions, Fines and Confiscations in the Cases filed by the Commission in 2019**

	Number of cases of conviction	Number of accused persons convicted	Fine (BDT)	Confiscation (BDT)
Dhaka	99	250	3476,94,06,069.00	433,90,80,605.00
Out of Dhaka	92	124	20,12,78,690.00	2,98,14,769.00
<b>Total =</b>	<b>191</b>	<b>374</b>	<b>3497,06,84,759.00</b>	<b>436,88,95,374.00</b>

A review of Table-19 shows that the learned Court imposed fine to the total of BDT 3,497 crore 06 lac 84 thousand 759, and BDT 436 crore 88 lac 95 thousand 374 was confiscated in favor of the State in the cases instituted by the ACC in 2019.

**Table-20: Comparative analysis of statistics related to Fines and Confiscations in cases filed by the Commission in 2018 and 2019**

Year	Fine (BDT)	Confiscation (BDT)
2018	139,94,76,991.00	13,34,47,252.00
2019	3497,06,84,759.00	436,88,95,374.00

In the meantime, the Commission has set up an Assets Management Unit. The Commission intends to manage the assets in line with the well specified policies.



**Table-21: ACC's more Successes in respect of Assets Management**

	Year	Forfeited assets	Seized assets
Country	2019	2876 Decimal of land 13 Houses 19 flats 06 shops 06 cars	522,93,12,324.00 BDT 5,300.00 US\$ 2,21,655 Shares
Abroad	2019	02 Commercial Spaces (Dubai)	59,341.93 British Pound 22,81,190.00 Ringgit (Malaysia)

Review of Table-21 shows that the Commission is hunting after the illegal wealth traffickers not only in the country but also at abroad. The ACC is discharging out its legal duties to make sure that no one can enjoy any unearned income.

### 1.5.3 Conducting the Cases in Higher Courts

The Commission has deployed 29 lawyers to conduct the cases for the Anti-Corruption Commission, in the Appellate Division and the High Court Division of the Supreme Court. Of them 4 are female advocates. One lawyer is exclusively dedicated to work in the Supreme Court Cell for keeping the case-related coordination between the Commission and the Supreme Court. The Tables 22 and 23, give out the statistics relating to the cases of the ACC conducted in the Supreme Court.

**Table-22: Statistics of Criminal/Writ/Appeal Cases in the High Court Division of the Supreme Court**

Descriptions	2019			Disposal in 2019	Pending before Stay Order	Stay Orders in 2019	Total no. of Stay Orders	Stay Orders vacated	Stay Orders remaining in force
	Remainder of preceding period	Cases lodged in 2019	Total no. of cases						
No. of Criminal Misc. Cases	800	780	1580	937	86	40	126	30	96
No. of Writ Petitions	476	113	589	144	164	25	189	13	176
No. of Criminal Appeal Cases	365	171	536	59	09	00	09	00	09
No. of Criminal Revision Cases	129	172	301	148	23	00	23	00	23

**Table-23: Statistics of Cases in the Appellate Division of the Supreme Court, arising from Criminal Appeal/ Miscellaneous / Revision/ Writ Petitions**

Description	2019			Currently pending	Pending before Stay Order	Stay Orders in 2019	Total no. of Stay Orders	Stay Orders vacated	Stay Orders remaining in force
	Remainder of Previous period	No. of cases lodged in 2019	Total no. of cases						
No. of Criminal cases	201	81	282	209	26	03	29	06	23
No. of Writ petitions	97	35	132	100	29	02	31	07	24
No. of Criminal Appeals	40	27	67	55	16	00	16	03	13
No. of Criminal Revisions	26	31	57	46	02	00	02	01	01

## 1.6 Relating to Arrest

### 1.6.1 Legal Basis of Arrest

The ACC arrests the accused persons with a view to bringing them under cognizance of law. It is just a legal procedure.

Under section 20 (3) of the Anti-Corruption Commission Act, 2004 (Amended, 2016), an officer gets vested with the powers of an Officer-in-charge of a police station, as applicable to conducting enquiry and investigation into the offences under the Schedule of the ACC Act, 2004. In 2019 the enquiry/ Investigating officers arrested as many as 123 accused persons for the sake of enquiries and investigations concerning corruption cases.

All the arrestees were provided with all legal protection. The Commission is prompted to launch the drives for arrests by legal compulsion, to reduce the criminals' utter disregard for laws, to raise public awareness against corruption, and lessen the severity of corruption. Moreover, on receiving information in advance the Commission has launched operations on 16 trap cases and caught the offenders red-handed with the bribe-money in cash. The foremost tool to strike deep into the root of corruption is to catch the bribe-takers red-handed right with the bribe-money. In order to curb the ill practice of bribery, the operations on trap cases have been let going on.

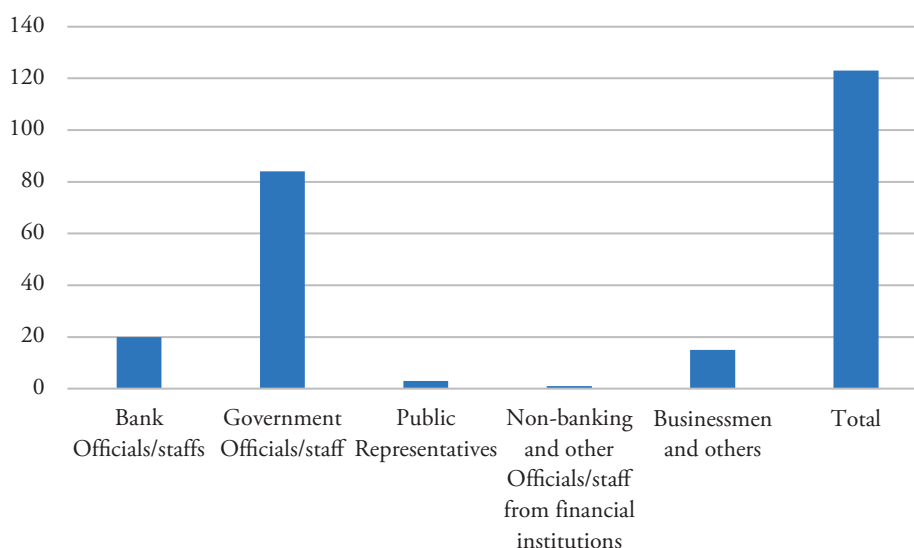


**Table-24: Statistics of Arrested Bankers, Government Officials and Others**

Occupations /Identities of the Arrestees	Number
Bank Officials/staffs	20
Government Officials/staff	84
Public Representatives	03
Non-banking and other Officials/staff from financial institutions	01
Businessmen and others	15
<b>Total</b>	<b>123</b>

The review of the Table-24 reveals that the bankers and government officials constitute the major segment of the arrestees. The reason is, in accordance with the Anti-Corruption Act, greater importance has been laid on the corruption perpetrated by the government/bank officials. The Commission could arrest 57 accused persons in 2018, while in 2019 such arrestees numbered 123, which is about 116 percent higher than that in the preceding year.

**Figure18: Graphical view of Arrested Bankers, Government Officials and Others**





# ***CHAPTER 2***

## **Preventive Drives to Resist Corruption**

### **2.1 Instant Drive to Prevent Corruption**





## Instant Drives to Resist Corruption

### 2.1 Instant Drive to Prevent Corruption

With a view to raising immediate resistance against corruption before it takes place, the Anti-Corruption Commission introduced the Hotline-106 of the Complaint Center on July 27, 2017. The Commission took this decision to initiate prompt actions to prevent and control corruption. The Hotline-106 of the ACC Complaint Center caused widespread news coverage in local and foreign media on the incidence of 75 thousand phone calls received in the first week since installation of the Hotline. The news was published in multiple languages and media of the world including AFP- a French-based news agency, France 24 News, BBC in the UK, the Mail Online UK, Deutsche Welle of Germany, the Qatar Post and the Herald.

This trend of submitting complaints to the Complaint Center's Hotline-106 of the Commission, continues. During July 27, 2017 to December 31, 2019, the number of phone calls poured into the Hotline-106 of the Commission's Complaint Center is nearly 4 million. The average number of phone calls on every working day was about 6, 500. Five trained officers of the Commission receive these phone calls alternately every after two hours starting from 9am to 5pm on every working day. All activities of the Commission's Complaint Center are being digitally monitored. The Chairman, the Commissioners and senior officials including the Secretary of the Commission pay visits in person to the Complaints Center on regular basis.

In addition to the complaints relative to offences of corruption as scheduled in the ACC Act, the complainant citizens complain also about the offences that are not included in the Schedule of the ACC Act, such as personal disputes, dowry, educational negligence in schools, family disputes, disputes over family land, social problems and so on.

In line with the clear directions of the Commission, the officials of this Center, record the allegations of offences scheduled under the ACC Act and also offer suggestions to the complainants about what they should do about the non-scheduled offences. In overall consideration, the Hotline-106 of the Complaint Center is serving as a platform for the common people to place their complaints. As catering to the intention of the Commission to institutionalize the activities of Hotline-106 of the Complaint Center, the government approved an Enforcement Unit in 2018, composed of 26 personnel adding to the approved manpower structure of the Anti-Corruption Commission. This Unit officially embarked on its journey about January 23, 2019 with the appointment of its manpower. The Commission issued a Circular on launching Enforcement Operation, specifying how to carry out the unit's activities in a structured and legal manner. On the information received through Hotline, the Enforcement Unit, in compliance with the Circular, takes to immediate actions by giving telephonic instructions. In addition, the person concerned or the higher authority of the office is requested on behalf of the Commission, to take necessary and effective measures in regard to the complaint. In 2019, the Anti-Corruption Commission conducted 1001 Operations against allegations/complaints received at the Hotline of the ACC. Resulting from these immediate Operations, numerous incidents of corruption could be averted. Apart from this, in some cases with the assistance of the authorities of the organizations concerned, appropriate measures were taken to prevent unfair recruitment, halt low quality construction, disconnect illegal gas connections, remove illegal structures along the rivers, canals and roads, and protect the environment. Based on some allegations out of the aforesaid ones, 7 trap cases have been conducted in pursuing all the legal procedures, and the criminals with the bribed money were arrested and put before laws for cognizance. A thorough enquiry has been launched on 126 complaints after confirming the truths about the primary information obtained from the operations done on the basis of those complaints. In exercise of the powers conferred by the last amended Rules 10 (cha) of the Commission, 11 cases have been filed directly in course of the Enforcement Operations.

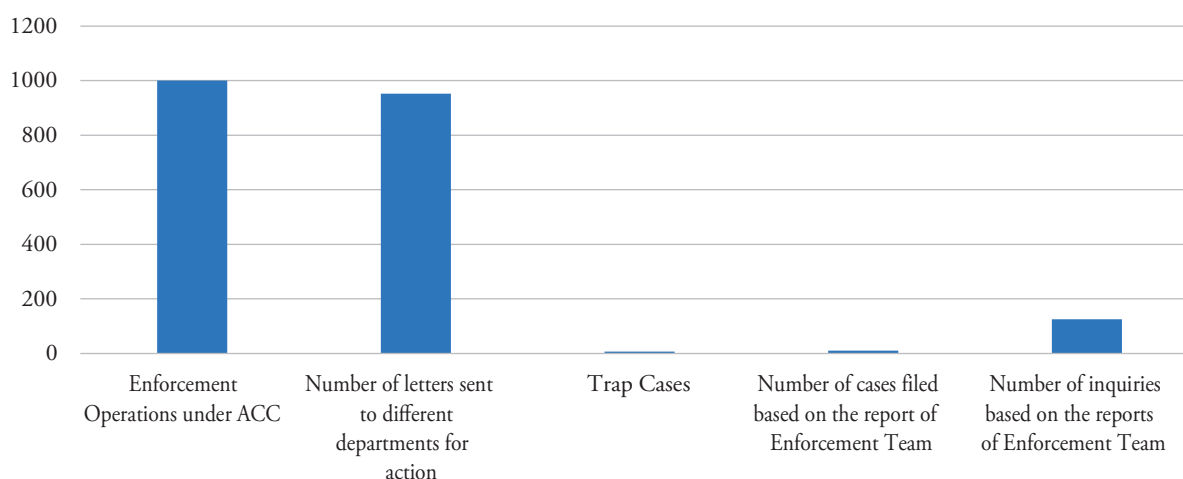
As the Armed Police Unit of the Commission is being utilized in the Operations centrally, so the assistance being received from the local administration at the District/Upazila levels. Most of the Operations ended in successes. The overall support from the administration including the police is commendable.

These operations are being carried out in almost every sector including local government and citizen services, land, health, education, transport, forest and environment, utility services, engineering, agriculture and finance. An unstinted support from the common people is received in respect to these Operations. As a result of disclosures of the information about the Operations in the verified Facebook page ([www.facebook.com/acc.org.bd](http://www.facebook.com/acc.org.bd)) of the Commission, many individuals have applauded the Commission, many are requesting to launch the Operations alike in their respective areas, and some ones, although low in number, are putting critical remarks too.

**Table-25: A short view of the Enforcement Operations conducted in 2019**

Total complaints recorded in ACC Complaint Center -106	Enforcement Operations under ACC	Number of letters sent to different departments for action	Trap Cases	Number of cases filed based on the report of Enforcement Team	Number of inquiries based on the reports of Enforcement Team ( including those pending for approvals from the Commission)
4760	1001	953	07	11	126

**Figure-19: Graphical View of Sector wise Enforcement Operations in 2019**



Numerous complaints and blaming are heard from the ordinary people about receiving government services at every level starting from the grass root level to the city level. In some cases slackness of the officials, ignorance, irregularities-corruption and ignorance of service seekers are posing complexities in the way of getting government services. There is no specific timeframe for providing government services. This is also what causes the unusual delays and harassments. The Commission is working to ensure transparency and accountability in providing government services through these Operations. There are good reasons for the Commission to believe that people have trust in these activities. Because, if people did not have trust, so many phone calls would not have rushed to the Hotline of the Commission's Complaint Center. It seems that people staying at grassroots level are becoming aware of corruption due to these Operations. Similarly, citizens are being sensitized about their rights, and the government officials are also becoming aware of their responsibilities.







# ***CHAPTER 3***

## **Corruption Prevention and Promoting Good Practices**

**3.1 Introduction**

**3.2 Inclusive Anti-Corruption Program**



# Corruption Prevention and Promoting Good Practices

## 3.1 Introduction

The Anti-Corruption Commission is conducting three-dimensional activities to prevent corruption. Although not apparently perceivable, the Commission by dint of its own work strategies is steadily pacing ahead with its short-term, mid-term and long-term activities focusing on its specific target groups. Short-term activities include alerting those concerned by launching preventive operations in advance before the corruption could occur. The actions of the Corruption Prevention Committees including public hearings belong to the mid-term activities. Basically, through way these activities the adult populace at all levels is getting aware of corruption. In a bid to work with young generation, long-term activities such as debate competition, cultural activities and essay competitions are being organized by the members of the Integrity Units. The most important target group for the Commission is the young generation. The Commission has adopted strategies to prevent corruption by raising moral values among the younger generation, because they will lead Bangladesh in the days to come. If honesty, loyalty, patriotism, and zest for work could be roused in their mind, it will be a sustainable endeavor against corruption. The target group for sustainable development is also these young people. As a part of this strategy, debate competitions are being organized with the students of 26,213 educational institutions across the country to elevate their moral values. The Commission has engaged the GOs-NGOs in this process. Local level administration, department of education and department of information have been integrated with such activities and, on the other hand, NGOs like Oxfam have also been involved. These activities of the Commission in collaboration with the GOs and NGOs may be termed as inclusive and instances of partnership. Along with the formal educational process, the ACC takes efforts to sensitize the youth so that they do not get involved in mischievous activities associated with corruption, discrimination, drugs, terrorism, and in the journey of life they can gain the ability to recognize what is right or what is wrong. These activities of the Commission are intensively monitored.

The underlying significance of the Anti-Corruption Commission Act, 2004 is the highest priority assigned to preventing corruption. The saying: 'Prevention is better than cure' has been echoed in the enactment of the ACC. That may be the reason that out of the eleven tasks assigned to the Commission by the ACC Act, 2004, six are related to the prevention of corruption. One of these tasks is "to inculcate honesty and commitment to prevent corruption and raise public awareness against corruption." In order to implement this program, the Commission is trying to get people from all levels of the society involved in the activities dedicated for prevention of corruption. Social power has played a significant role in preventing corruption in those countries of the world, which succeeded in preventing and controlling corruption. When the society casts out those who are corrupt, the possibility of corruption will get reduced. The Commission does not have any information of basic research on whether people's awareness about corruption has increased. However, on analysis of millions of complaints of the people at the hotline-106 of the Commission's Complaint Center, the information obtained through social media and the written complaints of the people lodged with the Commission, it can be indicated that public awareness regarding anti-corruption is markedly on the rise. Alongside the ACC, various public and private organizations and the mass media are also playing appropriate role. The people are voicing about their rights. The Commission has also learnt many instances where even the child keenly desires to know about his father's source of income. All these taken together, after formulating a coordinated and long-term work Strategy against corruption, we must have to go ahead to implement it.

### 3.1.1 Legal Basis of Research, Monitoring, Prevention and Public Awareness Activities

The Anti-Corruption Commission is a statutory body created by law. The Commission has got the legal mandate to conduct preventive actions, just like the legal mandates it has to institute and conduct cases on the basis of the enquires and investigations done into the offences under the schedule of the Anti-Corruption Commission Act. The functions of the Commission have been articulated under Section 17 of the Anti-Corruption Commission Act, 2004. The preventive activities of the Commission against corruption are carried out in compliance with this Section. The Section 17(f) of the ACC Act, 2004 states to "Carry out research on the prevention of corruption and submit recommendations to the President regarding the actions to be taken on the basis of the research findings." Again, section 17 (g) of the same Act provides, "Promote the values of honesty and integrity in order to prevent



corruption and take measures to build up mass awareness against corruption.” The section 17 (k) spells out as “Perform any other work considered necessary for the prevention of corruption.”

Therefore, activities are being undertaken in collaboration with GOs-NGOs through partnerships in order to raise mass awareness against corruption, to make research to evolve out effective anti-corruption strategies, to involve people of all levels of the society through inclusive activities. All preventive activities are being conducted through the Prevention Wing of the Commission.

This Wing, headed by a Director General, is conducting all types of outreach activities of the Commission. The Wing serves as the focal point for implementation of all the activities associated with the International Anti-Corruption Day, the Founding Anniversary of the Commission, the ACC Media Award, the “Satata Store” (Honesty Store), the Integrity Unit and all the activities of the Corruption Prevention Committee.

## **3.2 Inclusive Anti-Corruption Program**

### **3.2.1 Participatory Corruption Preventive Movement by Social Power**

It poses hard to control corruption through enforcement of law alone. The Social Movement against corruption can play a pivotal role in preventing corruption. The social management will assume the form to the effect that no one can even conceive about corruption. The founder of Bangladesh, the great architect of independence, the Father of the Nation Bangabandhu Sheikh Mujibur Rahman in a good number of his speeches urged for a social movement to control corruption. No denying the fact that movements somewhere in the country, are going sporadically against corrupt people. However, the unified demonstrative impact of this movement might not have occurred. The analysis of the allegations lodged with the Anti-Corruption Commission reveals that most of the allegations come from the respective co-workers or kith and kin or neighbours or closest family members. That is why many a confidential information about the corrupt people finds ways to the ACC. Hence this can be realized that the social system of this country does not as yet afford to indulge in any corruption even in the minimum extent. People are becoming increasingly aware of corruption and of those involved with corruption. The Anti-Corruption Commission undertakes to take the social movement against corruption to its culmination by involving the people from all levels of the society.

Institutionally integrated initiatives are needed to generate a social movement in order to prevent corruption. The Anti-Corruption Commission is working to implement an inclusive corruption prevention strategy through the partnership with all. The Commission intends to act as an influencer in this process. That is why the Commission has continued its efforts to bring all including the members of the civil society, media, NGOs, government officials, political personalities, students, teachers, professionals on to the same platform in the corruption prevention program. Scopes to integrate the representatives of all classes of the people from the society have been created in the Five-Year Action Plan adopted for five years, so as to work for corruption prevention. It is the Society that needs to play the pioneering role to burgeon integrity and good practices. The Commission goes pretty optimistic, because all including the government of the country, mass media, civil society, NGOs, government officials, political personalities, students-teachers and the professionals, are rendering unstinted support to the actions of the Commission taken up for the prevention of corruption. Out of the 11 functions as articulated under section 17 of the Anti-Corruption Commission Act- 2004, six functions relate to the prevention of corruption. Aiming to institutionalize the preventive actions, the Commission has formed the Corruption Prevention Committees in all the unions, upazilas, districts and metropolitan cities, comprising the enlightened persons of the society, and through these Committees, is implementing various mass-awareness building programs intended to cause behavioral improvement, that is to promote good practices. The Commission strongly believes that the people have become largely and much more aware of corruption. The common people from their hearts abhor corruption and the corrupt people.



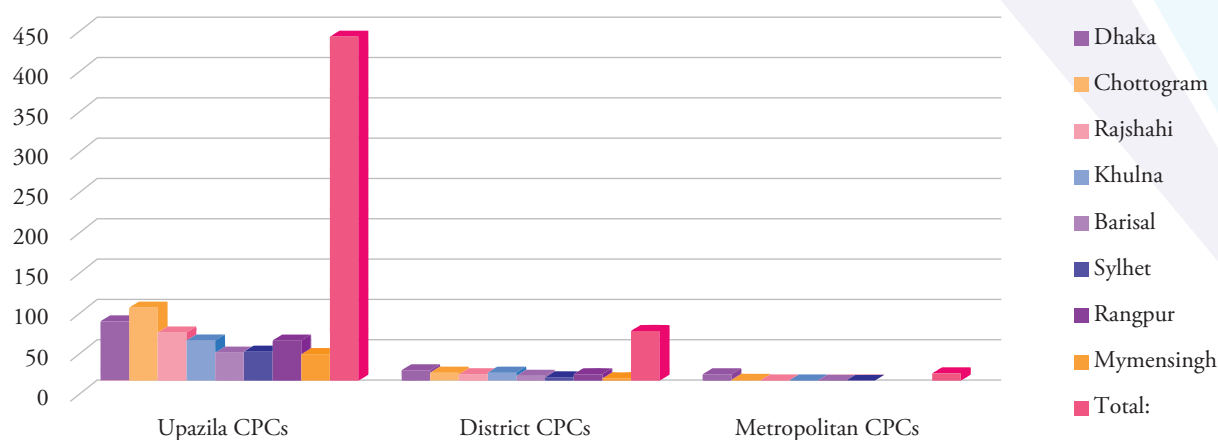
In 2016, in compliance with the revised by-laws and guidelines of the Corruption Prevention Committees and the associate bodies, the Corruption Prevention Committees for the district and metropolitan cities were formed comprising of members not exceeding 13 in number for each and the Corruption Prevention Committee for Upazila having members not exceeding 9 for each, while each Committee consisted of female members numbering one-third of the total size of the Committee. Out of the total corpus of the members, one President, two Vice-Presidents and one General Secretary are to be nominated. The Commission shall nominate all the committee members and they will remain responsible to the Commission through the Divisional office/ office of the Integrated Districts concerned. The adult citizens of Bangladesh residing in the area designated for the Committee are eligible to be nominated as members of the Committee. Those who will not be considered eligible to be nominated as members of the Committee include any foreign citizen, elected public representative, salaried government servant of the Republic, active member of any political party, person declared insane or bankrupt by any court, loan- defaulter, person accused for criminal offence or convicted by any court. The Corruption Prevention Committees are virtually composed of the persons who are endowed with moral values, honesty and are active in their respective jurisdictions, including the self-dedicated persons, teachers, freedom fighters, religious leaders and former government officials. All accounts of incomes and expenditures of the Corruption Prevention Committees are regulated in accordance with the instructions issued by the Finance and Accounts Wing of the Commission. The accounts of incomes and expenditures are maintained by this Wing according to the prescribed system and formats. An "Accounts and Audit Sub-Committee" is formed consisting of any three members of the Committee. This sub-committee submits an audited report to the Committee concerned with the accounts of incomes and expenditures for the given period. A Deputy Director and the officials of the Commission holding higher positions than him can inspect the accounts of any Committee. All the activities of the Corruption Prevention Committee are performed in accordance with the Policy approved by the Commission During 2019, the ACC took necessary measures to constitute and reconstitute the Corruption Prevention Committees in 01 metropolitan city, 08 regional metropolitan cities, 62 districts and 429 upazilas.

The Division-wise numeric lists of the Corruption Prevention Committees shown against upazilas, districts and metropolitan cities have been incorporated into the Table-26.

**Table-26: Division-wise numbers of Corruption Prevention Committees at Upazila, District and Metropolitan City levels:**

Name of the Divisions	Upazila CPCs	District CPCs	Metropolitan CPCs
Dhaka	74	13	08
Chottogram	91	10	01
Rajshahi	60	08	-
Khulna	50	10	-
Barishal	35	06	-
Sylhet	36	04	-
Rangpur	50	08	-
Mymensingh	33	03	-
Total:	429	62	09

**Figure-20: Division-wise Distributions of the Corruption Prevention Committees**



### 3.2.2 ‘Satata Sangha’ (Integrity Unit) - a forum of the youth against corruption.

The Sustainable Development Goals are a set of specific goals for future international development. Everything related to sustainable development revolves around the future. The new generation, as fairly reasonable, will be the central point. They will be the main beneficiaries of this development. Accordingly the ACC is conducting multi-dimensional activities to invigorate the young generation of the country in the pursuit of honesty, loyalty, patriotism, democratic values, that is, ethical excellence. The lion share of the expenditures for outreach activities of the Commission is dedicated for the youths. These activities are being carried out in pursuance of precise policies and effective monitoring.

The new generation will lead the country in future. Therefore, it would be easier to hold back the reins of all sorts of immorality including corruption if we can build a generation endowed with honesty and moral values. For this purpose, the Commission is forming Integrity Units with the secondary level students of the country. The Integrity Units are the voluntary organizations consisting of the students from different educational institutions, and are meant to infuse the sense of honesty, morality and value-judgments into the future generation. The helm of future leadership of the country is in the hold of the representatives of young generation of today. As such their ethical value and honesty must manifest unconditional adherence to time-tested norms and customs of the society. The Commission intends to inspire the young generation with the precept that honesty is the best policy. Corruption is adversely impacting upon our past traditions of honesty and moral values.

With the purpose of generating the values of integrity, dedication, firmness in character, to rightly conceptualize about climate change and arouse extreme hatred against corruption among the young generation and above all to integrate the students with the mass-awareness raising activities, the Commission with the initiatives of the Corruption Prevention Committees has formed up Integrity Units in the educational institutions like schools, madrasas, colleges, University Halls and training institutions, with overall supervision of local administrations within their respective work areas. According to the provisions of the by-laws and guidelines-2015, the members of the Integrity Units shall be absolutely voluntary service givers - free from the influence of any political creeds, and must not get involved with any activities inconsistent with the provisions of prevailing laws or that may go against law and discipline. The Executive Committee of each Integrity Unit comprises 11 (eleven) students from same educational institution and an Advisory Council composed of 3 (three) to 5 (five) teachers. All the students of the same institution are the general members. In consultation with the Advisory Council, the Corruption Prevention Committees at the Metropolitan/District/Upazila and Union levels, nominate the members, the President and the Secretary of each Executive Committee of the “Integrity Unit”, from among the interested students.



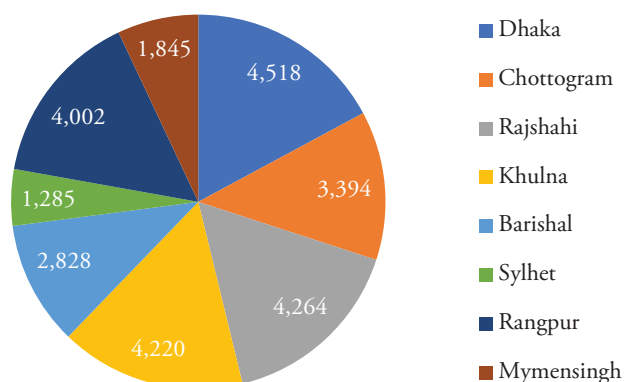
As share of involvement with the preventive actions against corruption, each Integrity Unit takes part in all public welfare oriented Programs like building moral character of the students, developing education and health and conserving the climate and environment. In spite of having limited resources, the Commission is also executing multifarious programs, together with the members of the Integrity Units under overall supervision of the Corruption Prevention Committees, local administrations and the integrated district offices, including the programs like debate competitions, essay competitions, building human-chains, road-marches, cultural functions, discussions, displaying cartoons and dramas, etc.

In the context of the execution of the MoUs with Bangladesh Scouts and Girls Guides Association, the Commission in joint collaboration with them, is implementing multiple programs at district and Upazila levels to raise awareness against corruption. The Integrity Units, the associate organization of the Corruption Prevention Committee formed on inspiration from Bangladesh Girls Guides Association and the ACC to implement various activities to prevent corruption at local levels, are implementing programs on concerns like morality of the members of the Integrity Units, communication strategy against corruption, Information Technology, Right to Information Act, gender advancement, human rights, climate change, good governance, etc. A program dubbed as 'Satata Sangha Online Course' is being conducted by an NGO named Kites Bangladesh. Support from an international NGO named Oxfam in Bangladesh, will be sought to implement the debate competition that will be organized in 26,213 educational institutions across the country through 2020.

**Table-27: Statistics for the Division-based Integrity Unit:**

Name of Division	Number of Integrity Unit
Dhaka	4,518
Chattogram	3,394
Rajshahi	4,264
Khulna	4,220
Barishal	2,828
Sylhet	1,285
Rangpur	4,002
Mymensingh	1,845
Total =	26,356

**Figure-21: Statistics for Division-based Integrity Unit**



### 3.2.3 ACC’s Innovative Venture to Promote Good Practices- “Honesty Store”

With a view to enhancing the practice of honesty among the students of young generation the Commission, since 2016, has been going with the initiatives to establish “Satata Store” (Honesty Stores) in various schools to develop good practices among the students especially the students of secondary level, In 2017, the Commission approved the Policy regarding establishment of Honesty Stores. Only during the year of 2019, the Commission has set up 2,177 Honesty Stores. The Commission believes that Honesty and Morality are matters of intensive practice in everyday life. There is no alternative to the practice of Honesty in building a society of sanctity. The youths are passionately prone to imitate. Once they could determine what is right or wrong, they would not make the mistake to assume the right position.

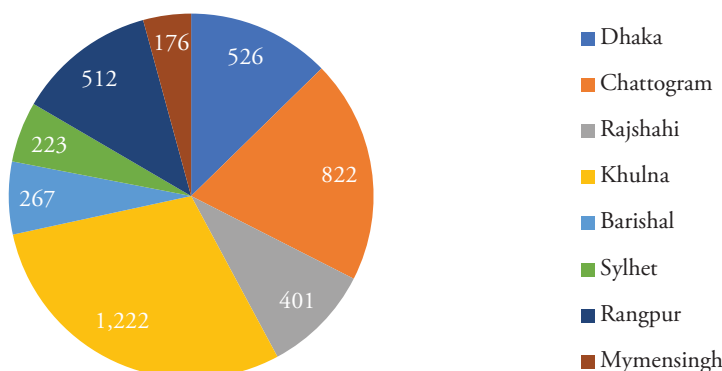
The ACC is going ahead with series of multifarious actions to sharpen the values of honesty and morality among the young generation. The Honesty Store is an innovative addition to the package of the Commission’s programs. These innovative stores or shops are being set up in different educational institutions. In these innovative shops biscuits, chips, chocolates, etc. are available in addition to varieties of learning materials. The price list for each of the items and the cash box to take in the money for payments are also there in place, but no sale staff. The students buy the materials/goods as they need, and make the payments into the cash box. The Commission has not yet received any complaint about any immorality in operating these stores. This sort of transparency and honesty make the Commission pretty optimistic about it. In addition to the Commission’s initiatives, some school authorities, local administrative officers are proactively setting up ‘Honesty Stores’ in various educational institutions.

**Table-28: Division-wise Statistics of Honesty Stores**

Name of the Division	The number of honesty stores
Dhaka	526
Chattogram	822
Rajshahi	401
Khulna	1,222
Barishal	267
Sylhet	223
Rangpur	512
Mymensingh	176
<b>Total =</b>	<b>4,149</b>



**Figure-22: Division-wise Scenario of Honesty Stores**



### 3.2.4 Statistics of Preventive Activities Implemented by the Commission:

The Prevention Wing of the Commission every year conducts diverse activities to prevent corruption and promote public awareness against corruption. The Corruption Prevention Committee, Integrity Unit, and Local Administration were integrated with these activities.

With the assistance from the Integrity Units, formed under direct supervision of the Corruption Prevention Committees at the four levels of city/metropolitan city, district, Upazila and the Union, the Commission continues to execute the programs for raising social awareness against corruption by organizing anti-corruption rallies, human-chains, road-marches, meetings- seminars, workshops, documentary film shows, cartoon-displays, debate and essay competitions and so on.

The conscious segment of the people from different professions are found actively participating in the anti-corruption activities like forming human chains, processions, discussion meetings organized by the Corruption Prevention Committees in association with the local civil society, Integrity Units, trade bodies and various socio-cultural organizations and as such demonstrating their solidarity with the ongoing social movement against corruption. The Commission always welcomes the inclusive approaches against corruption. Most of the activities of the Corruption Prevention Committees and the Integrity Units are accomplished on voluntary endeavors.

The Corruption Prevention Committees and the members of the Integrity Units play significant roles in observing the Foundation Anniversary of the ACC (21 November), the Victory Day, the Independence Day, and the International Anti-Corruption Day on 09 December. The Chairman, Commissioners and high officials of the Commission participate in these sorts of corruption prevention programs. Aiming to promote good practices, as many as 754,100 posters and 18,200 leaflets containing various good sayings were distributed during 2019.

In addition to that about 42,614 Notebooks, 47,097 Scales, 17484 Geometry Boxes have been distributed among secondary level students across the country, inscribed with good sayings like “Won’t do misdeeds – won’t bear misdeeds”, “Will do for goodness – will build the country together”, “Will think for the country, will lead the life of integrity”, Will tell the truth - will resist injustice, “Will obey the law–Will stay safe “Swear for patriotism – say bye to Corruption”, “None trusts a liar, “Don’t laugh at the elders” etc. This year, 24,991 umbrellas and 35,246 schoolbags were distributed among the students, teachers and to educational institutions. This year, 24,991 umbrellas and 35,246 school bags were distributed among the students, teachers and educational institutions.

The activities of the Corruption Prevention Committee are presented in Table-29 and the activities implemented by the Integrity Unit are presented in Table-30.



**Table-29: Division-wise Activities of the Corruption Prevention Committees at Upazilas, Districts and Metropolitan cities in 2019**

Name of the Division	Discussion meeting	Debate Competition	Essay Composition Competition	Human Chain	Rally	Seminar	Drama	Speeches by celebrities	Others
Dhaka	676	1608	1574	175	158	03	1540	426	241
Chattogram*	2032	4288	4296	202	64	52	91	1257	-
Rajshahi	645	1821	1833	212	108	28	50	108	203
Khulna	544	44	32	69	54	04	10	273	490
Barishal	137	29	29	41	-	27	04	27	08
Sylhet	1036	1269	1269	35	16	01	-	110	1821
Rangpur	116	1310	1307	93	94	03	37	05	20
Mymensingh	180	30	30	70	35	35	05	28	25
<b>Total =</b>	<b>5,366</b>	<b>10,399</b>	<b>10,370</b>	<b>897</b>	<b>529</b>	<b>153</b>	<b>1,737</b>	<b>2,234</b>	<b>2,808</b>

**Table-30: Activities of Integrity Unit in 2019**

Name of the Division	Discussion meeting	Debate Competition	Essay Composition Competition	Human Chain	Rally	Seminar	Drama	Speeches by celebrities	Others
Dhaka	489	4144	4157	99	85	02	2712	404	105
Chattogram	2408	4288	4296	202	64	51	91	2732	-
Rajshahi	64	3839	3851	195	111	02	02	32	11
Khulna	1826	3549	3549	23	28	-	07	1821	1925
Barishal	1868	2791	2791	41	-	27	04	1854	2791
Sylhet	1753	1269	1269	15	07	01	-	30	1884
Rangpur	2031	3313	3310	198	199	-	2010	30	30
Mymensingh	1829	1829	1829	35	35	30	05	20	1829
<b>Total =</b>	<b>12,268</b>	<b>25,022</b>	<b>25,052</b>	<b>808</b>	<b>529</b>	<b>113</b>	<b>4831</b>	<b>6,923</b>	<b>8,575</b>

**Table-31: Statistics of Learning and other Materials Distributed among the Students to Promote Good Practices in 2019**

Serial Number	Name of the material	Unit
1	Notebooks	42,614
2	Scale	47,097
3	Geometry Box	17,484
4	Umbrella	24,991
5	Poster	7,54,100
6	Leaflet	18,200
7	School bags and others	35,246



## Some Disseminative Activities:

- Alike last year, in cooperation with Bangladesh Telecommunications Regulatory Commission (BTRC) anti-corruption messages have been disseminated through SMS over mobile phones under the auspices of the Prevention Wing of the Commission.
- Aiming to build public awareness against corruption in the country, multiple TVCs and short documentaries named “Shasti (Punishment)”, “Satyer Joy (Triumph of Truth)”, “Bhalo Thakbo, Bhalo Rakhbo (Be good, keep good)”, “Bhul (Mistake)”, “Satatar Joy (Triumph of Honesty)” have been broadcast on different private television channels and Bangladesh Television. Similarly, these films are being exhibited on a regular basis in the places of public gatherings at every District and Upazila Headquarters through the District Information Office.
- **The Dudok Barta :** The Dudok Barta is a monthly publication of the Anti-Corruption Commission. This publication brings all the activities of the Commission into light, including filing of cases, submission of Charge-Sheets, disposal of the judgments of the trial courts, instant operations to avert corruption, public hearings and the preceding month’s activities of the Commission. The copies of the Dudok Barta are arranged to reach the common people free of any charges. With a view to apprise about the transparency of the Commission’s activities, the Dudok Darpon are made to reach the hands of the general public. The Dudok Barta is also being concurrently published on the website as well as in the Facebook page of the Commission.
- **Dudok Media Award :** The Dudok Media Award (ACC Media Award) is a very popular prize for the media workers. By giving out the Award every year the Commission inspires the media personnel to formulate creative reports. The ACC introduced ‘Dudok Media Award’ in order to encourage media in preparing the investigative reports on corruption and to promote creative reporting on the prevention of corruption. With a view to encouraging the investigative reports on corruption and creative report on the prevention of corruption, the ACC has introduced the Dudok Media Award in the arena of mass media. Each year, a total of six journalists are awarded in two categories. The Commission, awards this prize on the recommendations of the Jury Board comprised of the distinguished journalists. In 2019, the Commission on evaluating the investigative reporting on anti-corruption and creative reporting on preventive activities, gave out the prizes of the ‘Dudok Media Award’, launched by the ACC, to the winners selected from among the journalists of mass media (electronic and print media), in the form of Cash, Crests and Certificates.
- **International Anti-Corruption Day :** In 2019, the Commission observed across the county, the International Anti-Corruption Day, as declared by UN. On this occasion a variety of programs including discussion meetings were organized. Led by Mr. Iqbal Mahmood, Chairman, ACC, the officers/staffs of the Commission’s Head office and Divisional Office of Dhaka, the ACC’s panel lawyers, the members of the Corruption Prevention Committee of Dhaka Metropolitan city, Girls Guides, Boys Scouts, the members of the Integrity Units, Ansars, BNCC, different NGOs, Divisional Commissioner of Dhaka, the Department of Narcotics control, NGO Affairs Bureau, Dhaka District administration together with thousands of people of the city from all walks of life, formed a Human Chain against corruption, on both sides of the street between The Engineering Institute and Shahbag. This colorful Human Chain was embellished with various anti-corruption placards, banners and festoon amid the presence of uncountable people. The program of forming Anti- Corruption Human Chain was observed not only in Dhaka but also simultaneously held in all the Districts and Upazilas of the country.



## National and International Partnerships

In the age of globalization, it is almost impossible for a country to resolve global problems by lone effort. Corruption is recognized as a global problem. Bangladesh is the signatory state of the United Nations Convention Against Corruption. The Commission, as an anti-corruption body of a member state of the United Nations Convention Against Corruption, believes in partnerships and inclusive approaches at the national and international levels. As part of an inclusive approach to preventing corruption, the Commission continues its efforts to build partnership relations with the national and international organizations. In this continuation, a Memorandum of Understanding was signed between Bhutan Anti-Corruption Commission and Bangladesh Anti-Corruption Commission at the Head Office of the Anti-Corruption Commission, on June 14, 2017. A Memorandum of Understanding was signed between the ACC and the Investigative Committee of the Russian Federation (ICRF) in 2018. Similarly, The ACC signed a Memorandum of Understanding with Central Bureau of Investigation of India in 2019.

In the Memorandum of Understanding various issues have been identified as areas of mutual cooperation, which include preliminary enquiry of corruption, identification, authentication, exchange of experiences including prevention of corruption, good practices, and educational programs. In order to promote good practices, the Commission has been maintaining close communications with regards to entering into Memorandums of Understanding (MoU) with the related institutions of 18 countries including Indonesia, China, the USA, Singapore, Hong Kong, South Korea, Malaysia.

The institutions with which the Anti-Corruption Commission has executed Memorandums of Understanding, such as Transparency International Bangladesh, Bangladesh Scouts, Bangladesh Girls Guides Association, are jointly implementing various anti-corruption programs to raise awareness against corruption at District and Upazila levels across the country. In mutual cooperation on “Concerns for Preventing Corruption”, the Anti-Corruption Commission and Transparency International Bangladesh (TIB) are implementing multiple corruption preventive programs regarding International Anti-Corruption Day, Information Fairs, public hearing, seminar-symposiums and human chains against corruption.

Members of Bangladesh Scouts and Bangladesh Girls Guide Association actively participate in various programs organized by the Anti-Corruption Commission, notably debate competition, cartoon contests, essay competitions, seminars, symposiums, workshops, meetings for exchange of views, discussion meeting, street meetings, forming human chains, road march and cultural functions against corruption. In addition, their active participation in the diverse programs on the occasion of International Anti-Corruption Day, observed on December 9 of every year, the Founding Anniversary of the Anti-Corruption Commission and of the Anti-Corruption Week, inspire the Commission.

The Anti-Corruption Commission and Bangladesh Girls Guides Association jointly implement the training programs on Ethics, anti-corruption communication strategies, Information Technology, Right to Information Act, Gender Development, Human Rights, Climate Change and Good Governance for the members of the Integrity Unit which is an associate organization of the Corruption Prevention Committee, formed under the inspiration of Bangladesh Girls Guides Association, Bangladesh Scouts and the Anti-Corruption Commission in order to conduct various anti-corruption activities at the local level. In addition to that, Kite\* Bangladesh has been conducting various creative activities for the members of the Integrity Unit.



## Commission's Collaborations with the International Development Agencies

1. With financial support of German Development Cooperation Agency- GIZ and in joint collaboration with the Law and Justice Division of the Ministry of Law, Justice and Parliamentary Affairs, the implementation of a project titled "Justice Reform and Corruption Prevention" is going underway in five districts. A one-Year Action Plan was formulated and implemented in 2019 as part of the implementation process of the "Strategic Anti-Corruption Plan", under Technical Assistance of German Development Cooperation Agency- GIZ. Likewise, the Strategic Anti-Corruption Plan for 2020 has also been formulated.
2. The initiative to develop web-based software to intensively supervise the process of scrutinizing the allegations about corruption, enquiries, investigations and actions towards prosecutions, is currently underway as part of the project activities of the Technical Project titled "Institutional Capacity Development" jointly funded by Asian Development Bank, Republic of Korea and Government of Bangladesh.
3. With a view to making the functions of the Commission easier and dynamic, the work for automation of the Head Office and 22 integrated districts was started in 2018 through the project titled "Strengthening the Anti-Corruption Commission" which currently goes under implementation by the Anti-Corruption Commission. Human resource management software, inventory related software, library database software, secured file management related software, database software replete with information of the Integrity Unit, and a database fed with information about offence of corruption and the offenders will be developed through this project. Moreover, a plan to set up a digital Forensic Lab has been adopted under this project.



# ***CHAPTER 4***

## **Public Hearing**

- 4.1 Public hearings for preventing corruption and developing inclusive administrative management**
- 4.2 Statistics of the public hearings implemented**



## Public Hearing

### 4.1 Public hearings for preventing corruption and developing inclusive administrative management

#### 4.1.1 Introduction

Public hearing is an effective strategy for promoting transparency, accountability, inclusive administrative management in the public service, and above all, to build the state structures as a people-friendly institution. The Anti-Corruption Commission is conducting these activities principally at the grassroots\* level. As a result, the common people of the grassroots level are gaining abilities to lodge their complaints /grievances. The public hearing in nature is more like a platform for holding tripartite meeting where complainants or aggrieved citizens, government officials and local public representatives, and senior officials of the Anti-Corruption Commission do usually attend in persons. Most of the problems are being resolved in the presence of everyone. In some cases where the issues which are not apt to be resolved immediately, are resolved through follow-up public hearings. According to a survey conducted by a private organization, the ACC's public hearing has turned out to be quite effective as it has implemented follow-up public hearings and is working as a popular strategy in developing good governance.

Public Hearing may be defined as an effective means to work up direct communications between the people expecting government services and the officials of the Republic in charge of rendering those services. During the Public Hearing the high officials of the Commission remain present in person and resolve different problems. On reviewing the grievances of the service takers and the responsive explanations given out by the officials concerned, it transpires that the harassments in receiving government services is basically attributable to unawareness of the citizens, inefficiency of the officials, irregularities, mismanagement and in some cases corruption and defiance to follow the given time-limits. The Public Hearing is put to use as a strong tool to enhance the transparency, accountability of the government officials and building public awareness at local levels. In 2019 the Commission conducted 38 Public Hearings in different districts. In 2014, the ACC started its Public Hearing from Muktagasa in Mymensingh. The massive participation of the public and their enormous support for the Public Hearing encouraged the Commission to continue with the event. Most of the Public Hearings are being conducted with the own fund of the Commission. In 2019, as many as 1297 complaints were received through 38 public hearing from the service-taker citizens and of these 975 complaints were settled off. That means, about 75% of the complaints received through public hearings were resolved. The complaints which were not disposed of instantly, the Commission is monitoring them. The initiatives will be taken through follow up Public Hearings to resolve those complaints too.

The prime obligation of the State, as the Constitution of the People's Republic of Bangladesh stipulates, is to provide the basic supports for the citizens to live with. Secondly, the Article-13 of the United Nations Convention Against Corruption (UNCAC) underpins the importance of participation of the Society (Civil Society, NGOs, Media, etc.) in preventing corruption, procuring information and reporting. Thirdly, the pledge to deliver corruption-free public services to the citizens has been spelled out in the National Integrity Strategy, 2012 as approved by the government. Fourthly, in the neighboring countries- India and Nepal, the public hearing on public service delivery has been recognized as a very powerful working tool. Worth noting that the central theme of the 7<sup>th</sup> Five Year Plan is the empowerment of the citizens, which is possible by means of applying Public Hearing and other social responsibility mechanisms.



#### 4.1.2 Objectives of Public Hearing

- Paying heed directly to the complaints/grievances raised by the service seeking citizens, and to get these settled off by the service providing offices/agencies;
- Improving the quality of services deliverable to the citizens in every public office in compliance with the Citizen Charter;
- Building public awareness about Rights of the Citizens;
- Increasing empathy between service seeking citizens and service providing officials
- Identifying the sources of irregularities, corruption and procrastination;
- Adopting administrative and legal measures in required cases.

#### 4.1.3 Theoretical framework of Public Hearing

The structure of Social Responsibility as enunciated in the Global Development Report-2004 of World Bank, has been used as the theoretical framework of Public Hearing. In conforming to this structure, what are needed to go a long way of service delivery are: (1) the strong voice of the Citizens in the decision making process with the policy makers (2) monitoring (Citizen power) the service delivery activities of the service providers, by the citizens, and (3) evolving motivational structures by the policy makers, for the service providers. The importance of the accountability direct to the citizens has been highlighted through Public Hearing (the shot-cut to accountability).

#### 4.1.4 Legal framework of Public Hearing

- The Article 20 (2) of the constitution states, “The State shall endeavor to create conditions in which, as a general principle, persons shall not be able to enjoy unearned incomes, ...”.
- The Article 21 (2) of the constitution provides “Every person in the service of the Republic has a duty to strive at all times to serve the people”.
- The National Integrity Strategy, 2012
- The relevant sections of the Anti-Corruption Commission Act, 2004
- Two Office Memorandums of Cabinet Division issued on June1, 2014 and June 5, 2014.
- The Right to Information Act, 2009.
- The Whistleblowers Protection Act, 2012



#### 4.1.5 Conducting the Proceedings of Public Hearing

One of the foremost working strategies of the Commission aims at building institutional capacity, conducting effective enquiry and investigation, applying effective tactics for the prevention of corruption and educational techniques, strengthening institutional infrastructures, taking to innovative researches and development. As part of this working strategy, the Public Hearing is being organized.

The Commission is making use of the Public Hearing as the key instrument to prevent harassments, irregularities and corruption. It is also an effective means to deepen the trust between the service seeking populace and the employees of the Republic engaged in providing public service delivery. All powers in the Republic, as the Article 7 (1) of the Constitution articulates, belong to the people. Hence what is urgently needed is to eradicate all forms of harassments, irregularities, corruption and dillydallying that often occur in receiving the public services. Remaining present in each of the Public Hearings, the Chairman himself or any Commissioner of the Commission observes the proceedings and announces instant decisions to resolve the problems raised over there. The Commission has meanwhile formulated the Policy pertaining to conducting the Public Hearing. On reviewing the public hearings, it transpires that the common people are not well aware of the public service receiving process, and simultaneously the public servants concerned are also found not rendering the services at right times and thereby deprive the citizens of their right to services. In some cases the government employees harass the service seekers by abuse of their power unethically. By means of the public hearings many problems get instantly resolved on the one hand, and on the other, identifying the sources of irregularities and corruption, and determining their nature and extent, multiple strategic approaches for the prevention of corruption are also applied. In this regard, the higher authorities of the government offices are extending continued cooperation to the Commission. The Commission formulated the Policy for Public Hearing in 2016. Presently the Public Hearings are held on the basis of this Policy.

This Public Hearing remains open for all including the local elites, the citizens to receive public services, the government officers and support staff, media representatives and civil society, law practitioners, NGOs and other interested personalities. The official of the integrated district office of the Anti-Corruption Commission may, if necessity arises, invite the appropriate personalities by letters or telephone, to attend. In this regard, steps are taken in consultation with the Corruption Prevention Committee concerned. The Public Hearing remains accessible to the Members of the Parliament, the Mayor, Chairman of Upazila Parishad, city Commissioners, ward Councilors and other public representatives.

#### 4.1.6 Expected Results from Public Hearing

- Developing a relational bridge between the local administrations and the people;
- Building Public awareness about the rules and procedures related to disposal of public services;
- Ensuring transparency and Accountability in the performances of government offices;
- Apprising the citizens of what is to be done in resolving their problems;
- Making prompt disposal of problems on listening direct to the grievances of the service seeking citizens;
- Improving service delivery system;
- Developing critical masses through public awareness against Corruption;
- Getting to practical ideas about the sources and nature of corruption and submitting recommendations to the government in that perspective.





- Making the officers aware of their own responsibilities;
- Reporting to the higher authority about the performances of the government officials, and making request for administrative actions if deemed necessary;;
- Taking legal actions on receiving specific complaints about corruption.

In accordance with the Constitution, every person in the service of the Republic has a duty to strive all the time to serve the people. Providing services to the people is the Constitutional obligation of those under public employment. The Public Hearing is a means of social responsibility. Aiming at transforming every local government office into an accountable organization, the Commission has kept on conducting Public Hearing. Resulting from Public Hearing held regularly, and from its follow-ups, many a problem gets solved out. The Commission is executing and monitoring the decisions adopted in the Public Hearings. In case any incident of specific corruption is unearthed during Public Hearing, arrangement for investigation is done forthwith. It is expected that the Public Hearings would play effective role to help receive the public services free from irregularities, harassments, purposive delay or corruption.

## 4.2 Statistics of the public hearings implemented

In 2019, the Commission conducted public hearings on issues related to service delivery in Chattogram City Corporation, Chattogram Port Authority, Mongla Port Authority and all other government offices located in 35 other Upazilas of the country such as Upazila Parishad, Upazila Land Office, Settlement Office, Office of the sub-registrar, PalliBidyutSamity, Upazila Health and Family Welfare Office, Upazila Accounts Office, Upazila Project Implementation Officer's Office, Upazila Cooperative and Social Service Office, Upazila Primary Education Office, Upazila Secondary Education Office, Upazila Public Health Engineering Office, Upazila Youth Development Office, Upazila Local Government Engineering Office, Upazila Agriculture Extension Office, Upazila Livestock Office, Upazila Fisheries Office and in all government departments including Bangladesh Rural Development Board.

In 2019, the Commission received 1,297 complaints from the citizens of the grass root level through these public hearings, and of these, 975 complaints were settled off. In other words, about 75% of the complaints received through public hearings were resolved. The commission keeps close monitoring over the matter as to resolve those complaints which were not possible to resolve instantly. The commission expects that it would be possible to resolve the remaining unresolved complaints through the follow-up public hearings.

The comparative statistics of Public Hearings held during preceding five years are set out below under the Table-32 and Figure-23.

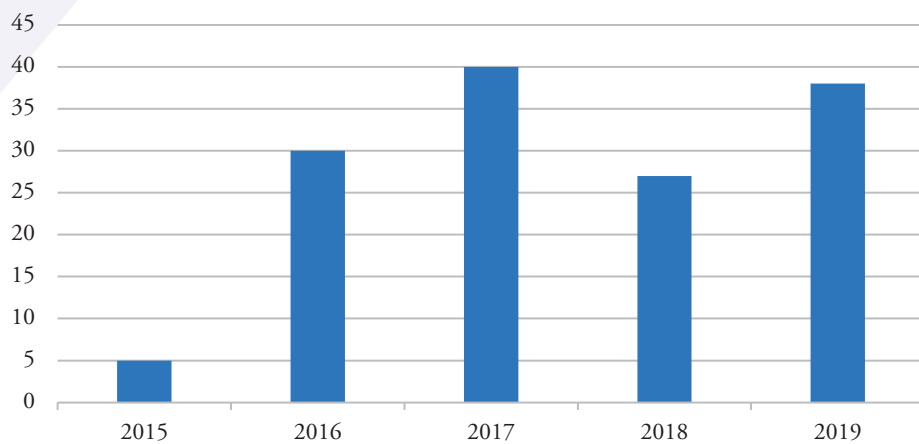
**Table-32: Statistics of Public Hearings Conducted in 2015, 2016, 2017, 2018 and 2019**

Year	Number of Public Hearings/Follow-up Public Hearing
2015	05
2016	30
2017	40
2018	27
2019	38

Reviewing the statistics fed into the table, reveal that the ACC conducted 140 public hearings in the last five years.



**Figure-23: Graphical Statistics of Public Hearings held in 2015, 2016, 2017, 2018 and 2019**





# ***CHAPTER 5***

## **Information Management**

### **5.1 Information Management of the Commission**





## Information Management

### 5.1 Information Management of the Commission

#### 5.1.1 ACC and Right to Information Act

The Constitution of Bangladesh guarantees the freedom of thought, speech and conscience of the citizens. To know information is a man's Constitutional right its citizen. Unrestricted and objective information enriches the standard of institutional transparency and accountability. The culture of institutional secrecy undermines people's trust and confidence. The Anti-Corruption Commission institutionally believes in the free flow of information. Accordingly, the Commission has kept providing the information to the citizens as demanded, through the "Designated Information Providing Officers" of its offices including the Head Office, all Divisional Offices and Integrated District Offices.

Aiming at ensuring the citizen's right to information, the ACC has worked persistently on implementing the Right to Information Act, 2009. The Commission continues to provide the information to the citizens as demanded compliance with the Information Disclosure Policy, 2011 formulated under the Right to Information Act, 2009. In addition to providing information on demand, the Commission regularly goes with proactive disclosure of information too. According to the Information Disclosure Policy, 2011, any memorandum published pertaining to the composition, structure and activities of the Commission, books, statistics, logbooks, Orders, Notifications, deeds, specimens, letters, reports, financial statements, project proposals, audios, videos -all these have been defined as "information". However, the official note and note sheets are not included as 'Information'. In this Policy, the information of the Commission has been classified into four categories:

- a) Voluntary information (the Commission shall disclose that information proactively);
- b) Providing information on demand;
- c) Providing partial information on demand;
- d) Other information of which disclosure or delivery is not obligatory.

The Commission discloses all the information for the people regarding the specific work plans, including the programs adopted/executed in alignment with the Strategic Action Plan and Policies pursued to promote honesty and good practices for the prevention of corruption.

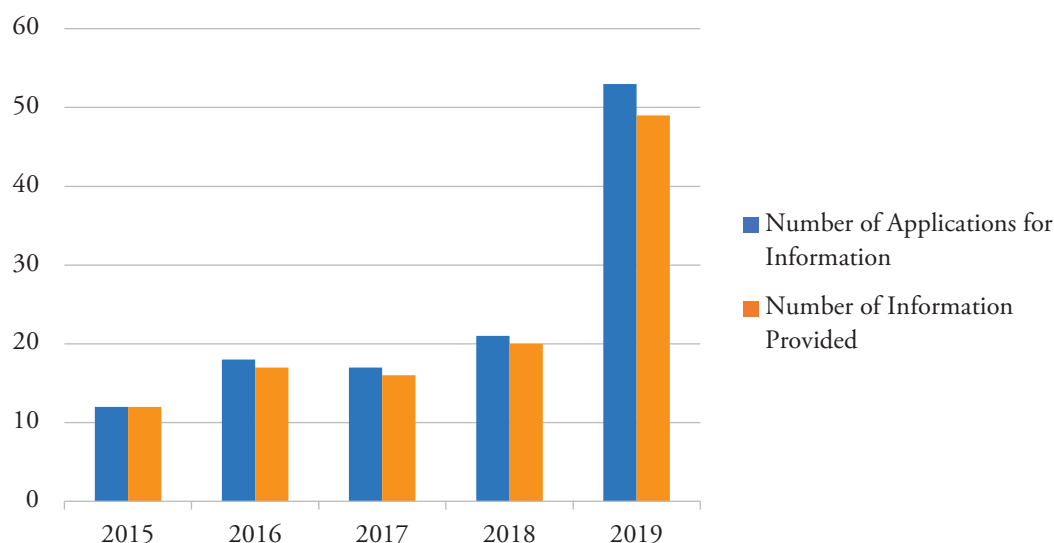
In pursuance of the Right to Information (RTI) Act, the Public Relations Officer in the Headquarters, the Directors within their own jurisdictions of 8 Divisional Offices and the Deputy Directors within their jurisdictions of 22 Integrated Offices are assigned with the responsibilities to provide information in consideration of the nature of the Citizens' demands. Any citizen can apply to the Commission seeking information, in the format as prescribed by the RTI Act or in plain white papers. After submission of the application, the request must be responded to, within the stipulated timeline. Any omission to provide the information without any valid reason will be deemed as "Misconduct", and accordingly actions shall be taken against him/her under the Anti-Corruption Commission (Employees) Service Rules, 2008. The assigned officials are well aware of this issue. The officials responsible to provide information are specially trained up on the Right to Information Act, 2009. The Commission seriously evaluates the matter of disposing of every application for information in pursuit of the legal process. Sometimes, delays occur in providing information that is imputable to a lack of data-base of all the cases and complaints lying with the Commission. In some cases, the complainant places application for information under the RTI Act simultaneously with the submission of the complaint. As the information is sought before the adoption of any decision by the Commission, the designated officers get disconcerted. Nonetheless, every application is settled in providing the information which is apt to be disclosed.

**Table-33: Statistics of Applications Received by Commission and Information provided during 2015, 2016, 2017, 2018 and 2019**

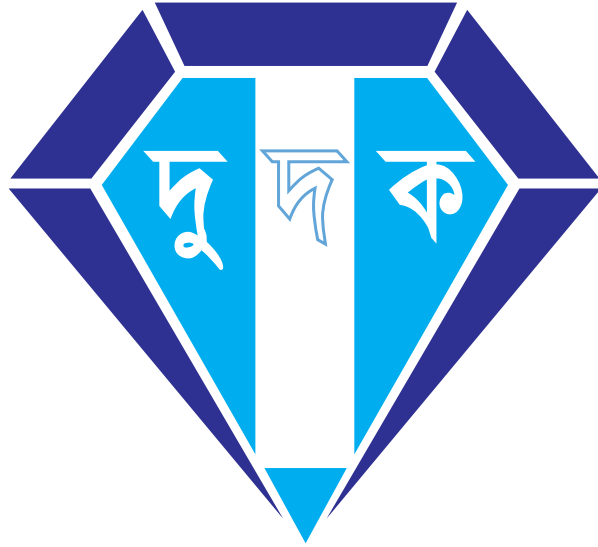
Year	Number of Applications for Information	Number of Information Provided
2015	12	12
2016	18	17
2017	17	16
2018	21	20
2019	53	49

Review of the statistics lets out that the maximum number of persons who applied for information in 2019 is 53. Out of these applicants, the required information were delivered to 49 persons and the applications of the remaining 4 persons are going under consideration. During 2019 the number of information provided is more than double of that in the preceding year.

**Figure-24: Graphical Representation of Applications Received and Information Provided in 2015, 2016, 2017, 2018 and 2019**



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# ***CHAPTER 6***

## ***Action Plan of the Commission for Way Forward***

### **6.1 Commission's Action Plan**





## Action Plan of the Commission for Way Forward

### 6.1 Commission's Action Plan

The action plan of the Anti-Corruption Commission stands on a strategy emerging from combined constructs of multidimensional action efforts. The pivotal base of this strategy is the Anti-Corruption Commission Act, 2004, and the other pertinent rules and regulations. Notwithstanding that, the Commission needs to adopt diverse strategies, including administrative one. Bangladesh has achieved unprecedented success in multiple socio-economic indicators. All the demeaning terms the used pointing to the future of this country after the emergence of Bangladesh is proven “untrue” as of today. In terms of Gross Domestic Product (GDP) growth, the success of Bangladesh is being globally valued as a role model. The country's garment sector, expatriate earnings, and agriculture - have played significant roles behind this success. Obviously, policy supports from the government played the most important role in this regard. Various studies show that corruption poses the biggest challenge to the economic development of the country. In addition, there are some other impediments such as poverty, lack of quality education, natural disasters, and resultant impacts. Corruption can be called a human-created disaster. No country in the world is devoid of corruption. At least the Corruption Perceptions Index, announced by Transparency International (TI) every year, testifies to this fact. In this age of globalization, corruption is considered as a global problem. Therefore, global strategy has also to be considered for controlling corruption. Alike other countries of the world, this country is also confronting new challenges in combating, controlling, and preventing corruption. It is really getting difficult to prevent the evolution of corruption where money laundering through corruption, smuggling of money abroad under the guise of business, and embezzling money through cybercrimes are taking place. In these cases, there is no alternative to the integrated initiatives of all the organizations concerned.

In Bangladesh, the ACC is legally responsible for combating, preventing, and controlling, corruption, that is to promote honesty and integrity in society by way of raising mass awareness against corruption. In carrying out these responsibilities, the ACC attained innumerable successes; the other way, in some cases, it encountered some hard limitations too.

In view of the socio-economic context it has succeeded in overcoming various challenges and identified some weaknesses by prioritizing its own limitations.

Well concerted efforts are needed to combat, control, prevent corruption, and promote good practices. As part of its inclusive approaches, the Commission keeps striving to integrate the government and the other stakeholders, including teachers and students, educationists, NGO, the media, civil society, and the citizens from all layers of the society, into a common platform.



### 6.1.1 Formulation and Implementation of Strategic Action Plan to Curb and Prevent Corruption

The programs are underway to make the activities of the Anti-Corruption Commission more dynamic, result-oriented, and visible as aligned with the 5 (five) year (2017-2021) Strategic Action Plan drawn up in cooperation with German Development Agency-GIZ. According to the Strategic Action Plan, the work plans adopted for the years 2017, 2018 and 2019 have already been implemented, and a separate work plan has been adopted for 2020. In the Strategic Plan of the Commission, 8 issues have been prioritised, which comprise the institutional capacity building, effective enquiry, and investigation, efficient prosecution of the cases, effective prevention and educational technique, innovative research and development, manifestation of political will, upholding the institutional independence and strengthening the institutional infrastructures. The programs so far implemented on these priority issues are yielding benefits. For instance, the conviction rate in the cases of the Commission remains static above 60 percent; the infrastructural development turns out visible; a positive change in the capacity of the officers has taken place; the preventive measures are being carried out on a yearly basis more effectively. On overall review, it seems perceivable that positive changes in institutional capacity have taken place. If the Commission could ably execute this work strategy, the anti-corruption activities including the enquiry and investigation into the complaints, the prosecution, prevention, and research all are expected to get done more effectively.

### 6.1.2 Training

One important strategy to enhance the capacity of human resources is the training delivery and the application of the knowledge gained from training on the working system. Under own management of the Commission and with financial and technical assistance from various domestic and foreign agencies, 829 officers and employees were trained in 2019 in a row of variety of courses, including 'Asset Disclosure and Conflict of Interest Systems in South and Southeast Asia', 'Criminal Justice Response to Corruption', 'Investigation of Anti-Corruption Cases Including Procurement and Contact Frauds', 'Social Media Monitoring System', 'Financial Crimes - Investigation and Prosecution'. Knowledge sharing has been done at times with those officers trained successively. Resulting from these specialized training, the overall competence of the officers seems going increased. The working strategy will be qualitatively elevated in keeping the continuity of the training stream by enhancing the skills of the officers and the employees and the firmness of their character in addition to the use of the most superior technology for crime detection.

### 6.1.3 Establishing a Training Academy

The Commission has set up a Training and Information Technology Wing led by a Director General. Establishing one Training Academy of its own through this Wing of the Commission is under consideration. In addition to the officers of the Commission, officers of various government institutions also need combined anti-corruption training not only on corruption prevention and control but also on the laws, rules, and regulations in combating corruption, including the sources and nature of corruption and method of controlling corruption. Since the Commission has no training academy of its own, taking necessary steps for establishing a training academy may be actively considered.



#### 6.1.4 Automation

One of the strategies of the Commission can be to make optimal use of information technology in all enquiries, investigations, prosecutions, intelligence, administrative and preventive activities. However, there appears to be a need for amending the Evidence Act, 1872 to admit the use of the information, obtained through information technology, as evidence in the judicial process.

The Commission wants to make multidimensional use of technology. For this reason, as part of a series of technical projects related to “Enhancing the Institutional Capacity of the Anti-Corruption Commission” and with the financial support of the Asian Development Bank (ADB), the Republic of Korea and the Government of Bangladesh, the development of the web-based software is currently going under implementation. This software will be used for close monitoring of the complaints about corruption, enquiry, investigation, prevention and prosecuting cases. The action plan of the Commission must be carried forward by proper implementation of this project.

In addition, automation of Head Office and 22 integrated district offices were initiated in 2018 in order to facilitate and streamline the activities of the Commission through ‘ Strengthening Anti-Corruption Commission ‘ project implemented by the Anti-Corruption Commission.

Through this project, software on Human Resource Management, Inventory, Library Database, Secured File Management, Database software containing the information of Integrity Units, and database containing crimes related to corruption and information about the criminals will be developed. A plan has been taken to set up a digital forensic lab under this project. The Commission will have to develop its capacities through this project.

In implementation of the Integrated Lawful Interception System (ILIS), a modern project newly taken by National Tele-Communication Monitoring Center (NTMC), the data connectivity activities for various service organizations are underway to ensure state security, including uninterrupted service to various law enforcers and intelligence agencies. As part of this, the data connectivity of the Anti-Corruption Commission, like various law enforcement and intelligence agencies, has been established, through which the Anti-Corruption Commission can take advantage of all sorts of facilities of ILIS. This created the opportunity for digital surveillance over the activities of the officers and employees of the Commission. The issue of intensive monitoring of the officers of the Commission may be considered by formulating a specific policy.

#### 6.1.5 Intelligence Unit

Intelligence information can play a significant role in combating corruption. Advance information about conspiracy for corruption or even about corruption going to take place, can also play an effective role in controlling corruption. For this purpose, the Commission in 2018 constituted an “Intelligence Unit” led by a Director and temporarily started the operation of the Intelligence Unit.

The issue of initiatives for including necessary workforce, equipment and other facilities into the organizational set-up, ensuring adequate financial allocations and including the demand for additional manpower into the Service Rules of the ACC, were adopted in and implemented through the Work Plan-2019 of the Commission. Accordingly the Intelligence Activities of the Commission are going on. A good number of important complaints were obtained through the Intelligence Unit.

Several investigations have been conducted into these credible complaints. In some cases, criminal suits have also been instituted. The intelligence activities of the Commission can be expanded down to the District and Upazila levels. By procuring multiple intelligence information on the same issue, the initiative to form a joint intelligence task force and present the information to the Commission after analyzing that information in line with specific guidelines, may be taken into consideration.



### 6.1.6 Establishing Honesty Stores

The Honesty Store is an imitable example of honesty practices in everyday life. The Integrity Store is now appreciated both at home and abroad. The Commission has already set up the Integrity Stores in 4,149 educational institutions. Different educational institutions are also setting up the Honesty Stores on their own initiatives. It would be expedient to set a baseline to determine whether the Honesty Store and the activities of the Integrity Units are causing any positive changes in the mindsets of the students. The Commission may mull over undertaking a full scale research based on the given baseline.

### 6.1.7 Strengthening the Prosecution Unit

The rate of conviction of the offenders in the trial courts is the key indicator to measure up the abilities of the officers and employees of the Commission in respect of investigation and prosecution. The cases are conducted by the Prosecution Unit under the supervision of the Legal Wing of the Commission. A database of the cases has been developed and made available to a lawyer in order to instantly learn about the number of the cases lying with each of the lawyers, stages of the cases, trial courts with pending cases and current status of the cases. Steps can be taken to make the Prosecution Unit of the Commission more powerful, effective and accountable in order to develop the management and evaluation system and reform the existing policies accordingly to ensure accountability of the Prosecutors of the Commission. Information Technology can be considered to be utilized to ensure preservation and management of material-samples (alamot), seizure lists, all evidences and proofs used in the judicial proceedings of the courts.

### 6.1.8 Commission's Own Transparency

The officers and employees of the Anti-Corruption Commission must discharge their duties with loyalty, integrity and diligence. They must not abuse their power anyway. They must not indulge in moral turpitude such as bribery, corruption or anti-social activity. That is what general people expect from them. Again, certain provisions of the "Anti-Corruption Commission (Employees) Service Rules - 2008" regarding the general conduct of the officers and the employees, state similar restraints. In order to develop institutional public confidence, it is very important for the ACC officers - employees to ensure their own transparency and accountability. The minimum amount of depravity of persons working in such institutions is a big shock to public confidence. Therefore, in order to ensure the internal good governance of the Commission as well as to ensure the transparency and accountability of the employees, an integrated and strong monitoring management can be built up comprising the Intelligence Unit, Internal Anti-Corruption Committee and Information Technology and Administration Division. The officers who are investigating sensitive cases need to be put individually under close monitoring. In this case, it may be advisable to go for regular administrative actions based on both technological and intelligence information together.

### 6.1.9 Promoting Public Relations

Building public relations means making unremitting efforts to generate streams of well reflected, well-planned, and well organized information. In discharging this highly sensitive duty, there is no alternative to professionalism. The key purpose of these activities is to earn confidence in positively changing the attitude of the people towards the organization. The Anti-Corruption Commission believes in the free flow of objective information.



Only the approved decisions of the Commission are immediately transmitted to the media. The Commission usually releases information through press briefings and press releases. The Commission, ensures the flow of information not only through the mass media, but also through the social media. In providing this information, the Commission always keeps alert to ensure that the social dignity of an individual is not utterly disparaged. Media activists sometimes broadcast or publish news by applying their own tactics also. Lively presence of the media workers is noticeable around the Commission building.

The Commission aims to make the public relations oriented activities dynamic and thus to make the organization public-friendly, that is why it has established a Public Relations Unit under the leadership of a Director to strengthen the Public Relations Office. The Commission may add up online or virtual communications management system for public relations.

### **6.1.10 Incentives for the Commission's Officers and Employees**

The officers and employees of the Commission perform the duties conferred by the Commission on high risk. Therefore, similar to the officers and employees of other law enforcing agencies, the need for special risk allowances for the officers and employees of all levels of the Commission, is felt. In this regard, the Commission may go for taking special initiatives.

### **6.1.11 Research Activities**

According to the provisions of Section 17 of the Anti-Corruption Commission Act, 2004, it is one of the prime duties of the Commission to conduct research on the prevention of corruption and to submit recommendations to the Honorable President on based on the research findings. The Commission, with that end in view, has undertaken three separate research programs in 2018 which are still ongoing. After having these ongoing researches concluded, the Commission may embark on researches on new issues.

### **6.1.12 Commission's Work Environment**

Various logistic supplies including infrastructure, are in place to improve the working environment of each office including the Head Office of the Commission. Construction of office buildings for the integrated district offices has been completed through the projects titled "Construction of office buildings for integrated district offices comprising Rangamati, Kushtia and Mymensingh" and "Construction of office buildings for Noakhali and Habiganj integrated district offices". Steps are being taken to gradually build up all the Divisional offices and integrated District offices of the Commission. Activities are going underway toward construction of the Commission's own building (Head office), called "Dudok Bhaban". The construction of a building with all modern amenities and facilities can provide a permanent solution to the infrastructural problems of the Commission.

### 6.1.13 Dissemination of Anti-Corruption Commission Act

The Commission takes efforts to hold out the activities of the Anti-Corruption Commission to the common public through various documentaries, posters, stickers and leaflets. Despite these initiatives, the common people are not yet well aware of the Anti-Corruption Commission Act, 2004 and of the scheduled offences mentioned in the Act. For this reason, the number of complaints apt to be investigated is found very less, though huge numbers of complaints are received by the Commission. Again, the number of complaints that can be turned into criminal cases after investigation, is not too high. In this context, a Manual can be formulated by integrating various laws, rules, circulars and office orders associated with the ACC. Aligned with this Manual, measures for extensive publicity can be undertaken by producing documentaries, booklets, posters and leaflets.

### 6.1.14 International Liaison

In the age of globalization, it is almost impossible to resolve global problems by a single country alone. Corruption is recognized as a global problem. Bangladesh is a signatory to the United Nations Convention against Corruption. As an Anti-Corruption institution of a Member State of the United Nations Convention against Corruption, the Commission believes in partnerships and inclusive approaches at the national and international levels. The Commission has been continuing its efforts to build bonds of partnership with the international organizations as part of an inclusive approach to preventing corruption. In continuation of this, a Memorandum of Understanding was signed between the Anti-Corruption Commission of Bhutan and the Anti-Corruption Commission of Bangladesh at the Head Office of the Anti-Corruption Commission on June 14, 2017. A Memorandum of Understanding was signed between the ACC and the Investigative Committee of the Russian Federation (ICRF) in 2018. Similarly, the ACC signed a memorandum of understanding with the Central Bureau of Investigation of India in 2019. In the Memorandum of Understanding, various issues like early detection of corruption, identification, authentication, exchange of experiences including prevention of corruption, good practices and education programs to prevent corruption, have been identified as areas of mutual cooperation. The Commission, for the same purpose, has been keeping intensive communications regarding the issue of signing Memorandums of Understanding with the respective institutions of almost 18 countries including Indonesia, China, the USA, Singapore, Hong Kong, South Korea and Malaysia. Numerous accused persons of the cases of the ACC have reportedly fled abroad. In addition to INTERPOL, Memorandums of Understanding between the anti-corruption agencies of those countries and the ACC can play an important role in bringing those money-smugglers under cognizance of the relevant laws.





# ***CHAPTER 7***

## **Enhancing Institutional Capacity**

- 7.1 Human Resource Management and Development**
- 7.2 Budget Management of the Commission**
- 7.3 Oversight and Evaluation of Commission's Overall Performances**



## Enhancing Institutional Capacity

### 7.1 Human Resource Management and Development

The Commission, through its Administrative Wing, administers a host of activities notably the management of its own human resources, maintenance of financial incomes and expenditures in compliance with the existing rules-regulations, accounts-keeping, management of infrastructure resources including all kinds of physical assets. The Commission strongly believes that the country needs efficient, accountable, sprightly and reflective human resources to combat, control, prevent corruption, and promote the practices of integrity. The Commission, therefore, is dedicated to conduct multi-dimensional activities toward developing its human resources for enhancement of its institutional capacity in line with the five-year (2017-2021) Strategic Action Plan. Intensive training is one of the most effective means to build competent human resources. Only in 2019, the Commission organized training for 829 officers-employees-prosecutors (same person multiple times) at home and abroad. This type of training has been provided for the last four years consecutively. In some cases, the officers concerned were put to knowledge-sharing at the end of the training. The Chairman, the Commissioners and the senior officials including the Secretary of the Commission, attended these knowledge sharing events. Through such effort, the Commission is trying to ensure proper utilization of the knowledge gained through training, in their respective work areas.

In addition, the Administration Wing has at times issued several office orders, circulars, office memorandums to optimally develop the transparency and accountability into the working procedures, effective enquiry, investigation, effective prevention, training, communication strategies and overall institutional capacity of the Commission. Through these measures the business processes of a good range of activities of the Commission have been re-engineered. Alongside the uses of technology in modern administrative management, the initiatives to ensure the transparency and accountability in service delivery system of the respective organizations by applying various innovative and creative techniques are considered as the foremost administrative responsibilities. To cater for this purpose, the Administration Wing of the ACC attempts to implement the multi-dimensional activities.

Notable among these activities are taking measures for promotion of officers by conducting examinations on specific syllabus, formulating effective and accountability support policies to get on immediate operations for the prevention of corruption, introducing the grading system in managing the grievances, conducting of Day-care Centers with specific policies for the children of the officials and employees, initiating diverse legal strategies in cases of all forms of inquiries and investigations including complaints related to properties and so on.

This Wing of the Commission is managed and headed by a Director General. The Secretary of the ACC directly supervises all activities of this Wing. All kinds of internal regulatory activities associated with internal transparency, accountability, discipline of the Commission, and incentives, are performed through this Wing. All kinds of welfare and regulatory activities including selection or recruitment of qualified staff for the Commission, penalties for discipline breakers and promotion of the qualified employees are done through this Wing.



### 7.1.1 Some Remarkable Activities of the Administration Wing

- An Office-cum-Barrack has been established on the sixth level of the newly constructed building of the Anti-Corruption Commission. One Day-Care Center has been set up to take care of the babies of the officers and employees. Actions towards establishing one Forensic Lab are underway. Besides, the rooms of the main and the garage buildings of the Commission have been rearranged and made suitable for official use by the Directors, Deputy Directors who were promoted in 2019. Following the newly approved organogram, 2 Director Generals have been posted and for them, rooms have been refurbished and level-based sitting arrangement done for the Director, Deputy Director, Assistant Director, Sub-Assistant Director concerned and the staffs of the branches.
- The Computer Network and PABX have been extended on to the 4<sup>th</sup> and 5<sup>th</sup> levels of the barrack-cum-garage building of the ACC's Head Office, and given the inoperative condition of the PABX system, which was installed in the Head Office in 2004, a new PABX system has been set up to operate.
- With an objective for intensive monitoring over the activities notably scrutiny of complaints, enquiries, investigations, prevention and management of the court cases, development of one web-based software is underway, which goes as part of the Technical project titled “Enhancing Institutional Capacity of the Anti-Corruption Commission” jointly funded by Asian Development Bank, Republic of Korea and Government of Bangladesh.
- In order to make the performances of the Commission easier and dynamic through the project titled “Strengthening the Anti-Corruption Commission” under implementation by the Commission, the automation works were initiated in 2018 across the Head Office and 22 Integrated District Offices. By way of this Project, software relating to human resource management, inventory matters, database for library management, protected file management, database with information about Integrity Units, database with information about corruption-related crimes and criminals will be developed. In addition, a plan has been taken up to establish one Digital Forensic Lab under this project.
- To ensure uninterrupted service delivery as wanted by the law enforcing and intelligence agencies, and to protect the state security, the activities for data connectivity with various service providing organizations are going on in the way of implementation of a most modern project titled “Integrated Lawful Interception System (ILIS)” undertaken by the National Telecommunication Monitoring Center (NTMC). As part of it, the data connectivity has been installed in the Anti-Corruption Commission as that of the law enforcing and intelligence agencies, and resultantly the Commission is reaping all benefits of ILIS.
- To disseminate all types of operations of the Anti-Corruption Commission and the preventive actions undertaken by the Commission against corruption, through social media among its mass users, the official Facebook page has been officially verified by the Facebook authority to enable the people to make sure about the authenticity of the Commission's own Facebook page. Beside this, Twitter and YouTube channels for the commission are in operation where providing all required information in regular manner, the work of dissemination of anti-corruption operations is on progress.



- The ICT branch of the Commission looks after regular maintenance and ensures primary technical assistance to keep continuous operation of the Hotline (106) of the Complaint Center of the Anti-Corruption Commission. Assistance is received from National Telecommunication Monitoring Center (NTMC) to turn the Intelligence Unit of the Commission being more dynamic using of Information Technology. Application has been submitted to Bangladesh Telecommunication Regulatory Commission asking for allocating bandwidth for the Anti-Corruption Commission to use Wakitaki in shorter range.
- The video-conference system has been set up to operate in the Anti-Corruption Commission. Connectivity has been established to get into direct contact through Video conferencing, with different district and upazila offices particularly with the Deputy Commissioners and the Upazila Nirbahi Officers.
- The attendances of the officers/employees are digitally taken in by fingerprinter.
- As part of e-filing program, use of digital records has been started. The other activities relating to e-filing are under process.
- Procurements through e-tendering have been started in the Anti-Corruption Commission.
- With a view to serve the objective to build up Digital Bangladesh, one full-fledged Information Technology Wing under the new organizational set-up of the ACC has been established and put to operation with a Director General and necessary manpower placed over there.
- With an objective to automate the functionalities of the ACC, actions to introduce various soft wares, IT (software/ hardware) support service system, digital archiving (audio, video, public hearing, research papers, publications, etc.) and establish the ACC's own digital forensic lab are going on.
- Infrastructural developments have been done under the Construction of the Office Buildings projects for the Integrated District Offices of Rangamati, Kushtia, Mymensingh and for those of Noakhali and Hobiganj. The Office Building of Rangamati was inaugurated on 10/09/2019 by the Secretary of the Commission; the Office Building of Kushtia was inaugurated on 11/07/2019 by the Commissioner (Investigation) of the Commission, and the Office Building of Mymensingh was inaugurated on 07/10/2019 by the Commissioner (Enquiry) of the Commission. The Office Building of Noakhali was inaugurated on 15/10/2019 by the Commissioner (Investigation) of the Commission. The Office Building of Hobiganj was inaugurated on 26/10/2019 by the Secretary of the Commission. An improved working environment for the officials /employees of the ACC with the safety and secrecy of the records of the ACC has been ensured.
- Under the purview of “Strengthening the Anti-Corruption Commission” project the capacity development programs of the Anti-Corruption Commission by increasing the professional skills of the officials /support staffs, are on progress. Under the same project automation activities are going on in the Head Office and 22 Integrated District Offices, to reduce corruption in both public and private sectors by enhancing the efficiency of the Corruption Prevention Committees and the Integrity Units, and also to make the performance of the ACC easier and dynamic. The present status of the Project is as follows:
  - ✓ During 13/01/2019 and 19/01/2019 foreign training for one batch comprising 10 (ten) officers was done at Macao in China, and domestic training in 4 batches for 120 officers was organized on “Land Management” under the aegis of the project. In addition, 10 (ten) officers in a batch undertook foreign training at CBI in India.

- ✓ Training is targeted to be imparted to 240 officers in 8 batches on “The methods of Enquiries and Investigations for the prevention of corruption”, and out of this 210 officers have so far received training through 7 batches. The programs for organizing training at home and abroad during FY 2019-20, are under process;
- ✓ Training has been provided to 250 members of the Corruption Prevention Committee- picking up 50 from each Division of Dhaka, Chattogram, Rajshahi, Khulna and Sylhet. More training programs to be organized for the current fiscal year, are going underway;
- ✓ Aiming to promote the integrity of the talented students of the Integrity Units, one male student and one female student from each of the 494 Upazilas are being awarded;
- ✓ All the procurement initiatives will be executed with approval from the authority and in accordance with the procurement plan.
- ✓ Procured two micro-buses for the official use of the ACC;
- ✓ 150 units of desktop computers and 150 UPS are procured for the official uses of the ACC;
- By utilizing the information technology under the Institutional Capacity Enhancement of the Anti-Corruption Commission Project, actions are going on to reduce the disposal time of the cases through monitoring enquiries, investigations and progress of trial proceedings, and increasing the efficiency of the officials. The current status of the Project is as follows:
  - ✓ The work for developing IPMS software by Technovista, a software developing organization, is on progress;
  - ✓ The Research work on “Assessment of the effectiveness of ongoing anti-corruption activities of the Anti-Corruption Commission” being carried out by the consulting firm-Technohaben -PMTIC JV under the aegis of project aid, is on progress;
  - ✓ Research on “Identifying the impediments to effective Enquiries and Investigations” under GOB allocation of the Project, is being conducted by the appointed Researcher;
  - ✓ To operate the IPMS Software effectively a Software Implementation Committee has been constituted by the Commission.
  - ✓ In order to extend all supports to Technovista on behalf of the Commission in alignment with the rules and regulations of the Anti-Corruption Commission, and to keep regular contacts with that organization for successful execution of IPMS software, the System Analyst has been appointed as the Focal Person of the Commission.

### 7.1.2 Distribution of ACC’s Workforce at Headquarters and Field Level offices

There is an organizational set-up, approved by the government, composed of 2146 officers and employees in the Head Office, 8 Divisional offices and 22 Integrated District offices as against the existing manpower structure of the Commission. The list of human resource distribution across the Head Office, Divisional offices and in Integrated District offices of the ACC, is shown in Table-36 below.



**Table-34: Workforce Distribution of ACC Across Head Office and Field Level Offices**

Sl. No.	Designation	Head office		Divisional Office		Integrated District Office		Total	
		Sanctioned	Existing	Sanctioned	Existing	Sanctioned	Existing	Sanctioned	Existing
1	2	3	4	5	6	7	8	9	10
1	Chairman	1	1	0	0	0	0	1	1
2	Commissioner	2	2	0	0	0	0	2	2
3	Secretary	1	1	0	0	0	0	1	1
4	Director General	8	8	0	0	0	0	8	8
5	Director	29	24	8	8	0	0	37	32
6	System Analyst	2	1	0	0	0	0	2	1
7	Personal Secretary (to Chairman & Commissioners)	3	3	0	0	0	0	3	3
8	Personal Secretary (to Secretary of the Commission)	1	1	0	0	0	0	1	1
9	Deputy Director	147	55	8	0	36	22	191	77
10	Prosecutor	10	0	0	0	0	0	10	0
11	Maintenance Engineer	1	0	0	0	0	0	1	0
12	Assistant Maintenance Engineer	2	0	0	0	0	0	2	0
13	Programmer / Assistant System Analyst	2	1	0	0	0	0	2	1
14	Assistant Programmer	4	0	0	0	0	0	4	0
15	Assistant Director	215	49	8	2	108	47	33	98
16	Medical Officer	1	0	0	0	0	0	1	0
17	Assistant Director (Information and Communication) / Public Relations Officer	2	1	0	0	0	0	2	1
18	Protocol Officer	1	0	0	0	0	0	1	0
19	Assistant Director (Electrical)	2	0	0	0	0	0	2	0
<b>First class</b>		<b>434</b>	<b>147</b>	<b>24</b>	<b>10</b>	<b>144</b>	<b>69</b>	<b>602</b>	<b>226</b>
20	Sub-Assistant Director	205	24	8	1	144	38	357	63
21	Court Inspector	10	0	0	0	36	13	46	13
22	Administrative Officer	2	1	0	0	0	0	2	1
23	Transport Officer	1	1	0	0	0	0	1	1
24	Accounts Officer	1	0	0	0	0	0	1	0
<b>Second Class</b>		<b>219</b>	<b>26</b>	<b>8</b>	<b>1</b>	<b>180</b>	<b>51</b>	<b>407</b>	<b>78</b>
25	Computer Operator	8	0	0	0	0	0	8	0
26	Nurse	1	0	0	0	0	0	1	0
27	Pharmacist	1	0	0	0	0	0	1	0
28	Chief Assistant	25	22	8	6	0	0	33	28
29	Assistant Inspector	5	2	0	0	72	67	77	69
30	Accountant	2	2	8	7	0	0	10	9



Sl. No.	Designation	Head office		Divisional Office		Integrated District Office		Total	
		Sanctioned	Existing	Sanctioned	Existing	Sanctioned	Existing	Sanctioned	Existing
1	2	3	4	5	6	7	8	9	10
31	Stenographer- cum-Computer Operator	12	12	0	0	0	0	12	12
32	Librarian / Cataloguer	2	2	0	0	0	0	2	2
33	Steno-Typist - cum-Computer Operator	28	10	8	6	0	0	36	16
34	Upper Division Assistant/Assistant	49	23	8	4	36	20	93	47
35	Court Assistant (ASI)	20	15	0	0	72	45	92	60
36	Cashier	2	1	0	0	0	0	2	1
37	Data Entry / Control Operator	133	34	8	5	36	15	177	54
38	Receptionist- cum-Telephone operator	2	2	0	0	0	0	2	2
39	Driver	77	28	8	7	72	22	157	57
40	Health Assistant	1	0	0	0	0	0	1	0
<b>Third Class</b>		<b>368</b>	<b>153</b>	<b>48</b>	<b>35</b>	<b>288</b>	<b>169</b>	<b>704</b>	<b>357</b>
41	Dispatch Rider	4	2	0	0	0	0	4	2
42	Constable	83	81	16	7	180	58	279	146
43	Driver Constable *	2	1	0	0	0	0	2	1
44	Security Guard	16	8	8	4	0	0	24	12
45	Peon	1	1	0	0	0	0	1	1
46	Office Assistant	52	18	8	7	0	0	60	25
47	Transports Cleaner	4	0	0	0	0	0	4	0
48	Cleaner	11	-	8	0	36	0	55	0
49	Guard	4	0	0	0	0	0	4	0
Fourth Class		177	111	40	18	216	58	433	187
<b>Total</b>		<b>1198</b>	<b>437</b>	<b>120</b>	<b>64</b>	<b>828</b>	<b>347</b>	<b>2146</b>	<b>848</b>



### 7.1.3 Promotion

During 2019 as many as 149 officials/employees were appointed on promotion. In furthering the process of these promotions and in pursuit of specified syllabus, written and oral examinations were conducted. In view of the coordinated evaluation of the results of the examinations, seniority, order of merit and the recommendations of the Departmental Promotion Committee, these officers and employees have been promoted.

**Table-35: Related to Promotion**

Serial No	Names of the Posts	Number of Officials / Support staffs promoted
1	Director	15
2	Deputy Director	31
3	Assistant Director	35
4	Accountant	01
5	Head Assistant	25
6	Stenographer-cum-Computer Operator	01
7	Higher Division Assistant	27
8	Steno-Typist-cum-Computer Operator	01
9	Court Assistant (ASI)	13
<b>Total =</b>		<b>149</b>

**Table-36: Related to Direct Recruitment**

Serial No	Names of the Posts	Number of Officials / Support staffs directly recruited
1	Stenographer-cum-Computer Operator	02
2	Librarian	02
3	Steno-typist-cum-Computer Operator	09
4	Receptionist-cum-Telephone Operator	01
5	Data Entry/Control Operator	13
6	Driver	4
<b>Total =</b>		<b>31</b>

### 7.1.4 Measures Taken to Enhance the Capacity of the Officers/Employees of the Anti-Corruption Commission

There has been enviable success in multiple areas of the country including economic and social areas. At the same time, heinous crimes like corruption are also running rampant. Corruption tends to impede the wheel of this socio-economic progress of the country. Corruption is currently recognized as a global crime. Many corrupt people have smuggled out the illegally earned money abroad from this country. Till today many accused persons of the Commission's cases have fled away from the country. The Commission is seeking the assistance of INTERPOL to bring those criminals back to the country to be placed before the Court to face trial, and simultaneously the Commission is also trying to make use of other international legal assistance strategies as well. That means, as

corruption has become a global problem, its investigative process is also becoming part of the global investigation. Therefore, the Commission has placed more emphasis on domestic and foreign training in human resource management. Alike in 2018, a total of 829 officers-employees-prosecutors were trained in 2019 in various courses including ‘Asset Disclosure and Conflict of Interest Systems in South and Southeast Asia’, ‘Criminal Justice Response to Corruption’, ‘Use of Open Source Data in Criminal and Financial Investigation of Crimes’, Land Management and ‘Social Media Monitoring’ under the management of the Commission and financial and technical supports of various domestic and foreign agencies.

### 7.1.5 Participation in International Training, Meeting, Seminar and Workshop

In the era of globalization and the highest excellence of information technology, it is almost impossible for a single institution of a country to control a global problem such as corruption. That is why the ACC is signing Memorandums of Understanding (MoU) on various issues to build mutual relations with the anti-corruption agencies of different countries of the world. Meanwhile, Memorandums of Understanding have been executed with the national organizations of three countries. The issue of signing the MoU with several other countries is going underway. In this context, the Commission has continued to participate in various meetings, seminars, conferences, symposiums etc. at regional and international levels, with a view to reduce, control, prevent corruption and promote good practices. At these meetings and seminars, the Commission asserts strong commitment and solicits the cooperation of international organizations to bring the money launderers back to the country and face trial.

**Table-37: ACC’s participation in some Regional and International Programs in 2019**

Serial No.	Name of Training / Meeting/Seminar/ Workshop	Duration	No. of Participants	Name of Associate Organization	Name of Country
1	Workshop on “Asset Disclosure and Conflict of Interest Systems in South and Southeast Asia”	11-13 June 2019	02	UNODC	Thailand
2	Training Course on “Executive Certificate for Strategic Management of Anti-Corruption Program”	22 July to 02 August 2019	01	Malaysia	Malaysia
3	Issue-focused Training Course on “Criminal Justice Response to Corruption”	06 October to 16 November 2019	01	JICA	Japan
4	Workshop On “Use of Open Source data in Criminal and Financial Investigations of Corruption Crimes”	18-20 September	02	UNODC	Thailand
5	Training on 22nd APG Annual Meeting	18-23 August	01	ACC	Australia



Serial No.	Name of Training / Meeting/Seminar/ Workshop	Duration	No. of Participants	Name of Associate Organization	Name of Country
6	Meeting on Implementation Review Group (First Resumed Tenth Session) and Prevention of Corruption Regarding Open Ended Inter-governmental Working Group.	02-04 September And 04 to 06 September, 2019	04	Austria	Austria
7	Training on ICAC Chief Investigators Command Course.	01 to 30 November 2019	01	ACC	Hongkong
8	“Investigation of Anti-Corruption Cases including Procurement and Contract Frauds”.	16-27 September, 2019	10	ACC	India

## 7.2 Budget Management of the Commission

The Commission has the institutional capacity to ensure transparency and accountability in financial management. The Commission asks for financial allocation from the government after estimating its annual demand. The government provides finance through the budget allocation to cater for the demand of the Commission. Once the budget is approved, the Commission, apart from the pre-auditing of the ACC’s accounts by the Comptroller and Auditor General, needs no prior permission from the Government for the expenditures against the allocated money. The Finance and Accounts Branch of the Administration Wing oversees financing and internal audit-related activities. Auditing is done on a regular basis. The allocations (Non-development and development) for the FY 2018-19 are shown in Tables-38 and 39 below:

**Table-38: Budget Allocated for ACC (in Lakhs) in FY 2018-19**

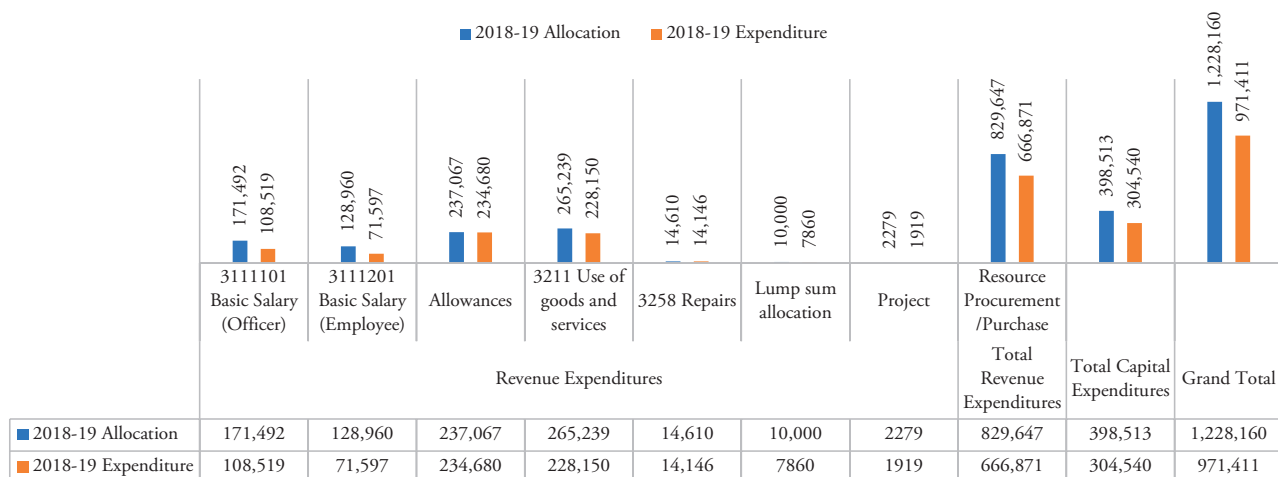
Fiscal Year	Non-development	Development	Total	Revenue	Capital
Budget 2018-19	9,99,760	2,28,400	12,28,160	10,07,360	2,20,800



**Table-39: Economic Classifications of Revenue and Capital Expenditures (including Development) (in Lakhs)for FY 2018-2019**

Description		2018-19	
	Economic Code and Head	Allocation	Expenditure
Revenue Expenditures	3111101 Basic Salary (Officer)	17,14,92	10,85,19
	3111201 Basic Salary (Employee)	12,89,60	7,15,97
	Allowances	23,70,67	23,46,80
	3211 Use of Goods and Services	26,52,39	22,81,50
	3258 Repairs	1,46,10	1,41,46
	Lump Sum Allocation	1,00,00	78,60
	Project	22,79	19,19
Total Revenue Expenditures	Resource Procurement / Purchase	82,96,47	66,68,71
Total Capital Expenditures		39,85,13	30,45,40
<b>Grand Total</b>		<b>122,81,60</b>	<b>97,14,11</b>

**Figure-25: Commission's Actual Monetary Expenditures**





## 7.2.1 Measures adopted to prevent internal corruption of the ACC

The officers and employees of the Commission are put to continuous surveillance using of detective intelligence and technology. In accordance with the “Anti-Corruption Commission (Employees) Service Rules, 2008”, the employees of the ACC “will serve the Commission with loyalty, honesty and perseverance, and must not abuse any power, whatsoever.” The same Rules provide that, “Omission or reluctance of any employee to obey any lawful order and any sort of moral turpitude (taking bribes, immoral or anti-social activities, etc.) will, under no circumstances, be acceptable and in such cases the severest and promptest penalties will be ensured.”

The Commission firmly believes that the staff members of the Commission would be honest, devoted, and would possess high morality and imitable personality. Therefore, in order to ensure transparency and accountability in the activities of the officials, the Commission works on various administrative and technological strategies and above all intelligence operations. Both punishment and incentives are managed to let go in parallel.

According to the Anti-Corruption Commission Rules 2007, the Anti-Corruption Commission has got specific procedures for the enquiry and investigation of internal corruption. The Rule 19 (1) states: “A Committee for control of internal corruption will be in place for the purpose of all time monitoring, surveillance, lodging complaints, enquiries, investigations, filing cases and recommending for departmental measures or whatever applies against the officials or employees of the Commission if they commit any corruption or irregularity, or harass any person or commit any crime under the law and this rule in exercise of their power under the law or this Rule.” This committee, headed by the Chairman of the Commission, held few meetings in 2019 also and took a good number of preventative and remedial measures.

In 2019, major penalties were awarded to two officials/employees while minor penalties to one employee of the Commission.

The number of departmental cases filed against the ACC officials in 2019 and the result status of the cases are set out in the following Table-40.

**Table-40: Departmental Actions Taken against the ACC Officials/employees in 2019**

Description	Number
Brought forward from previous year	08
Received in 2019	28
Total number of departmental cases in 2019	36
The number of cases disposed/settled in 2019	09
Major penalties	02
Minor penalties	01
Disposed otherwise	06

- Major penalties include removal/dismissal from the service, compulsory retirement, reduction to a lower post or pay-scale, etc.
- Minor penalties include Censure; withholding for a specified period of promotion or of increment etc.



## 7.3 Oversight and Evaluation of Commission's overall Performances

### 7.3.1 Post-Performance Monitoring

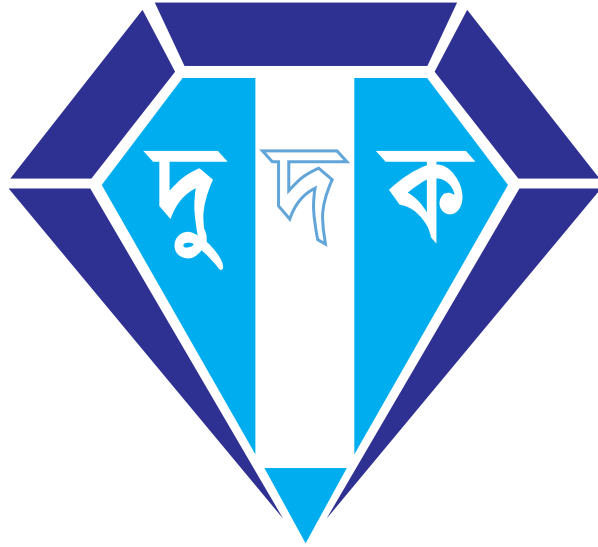
The other practising tool for intensive supervision of all the activities of the Commission is to conduct short inspection, full inspection or to hold internal audit. Currently the Commission carries out these activities through the Establishment branch. Through this branch, inspections of every Wing of the Head Office, the offices of the Divisional Directors and the offices of the integrated districts, are carried out. In course of these inspections, various guidelines and instructions are given out on intensive observation into divergent activities including financial expenditures, administrative affairs, enquiry of complaints and investigations.

The Establishment branch internally monitors the performed activities. For inspections of the Divisional and Integrated offices, two formats are pursued- short and elaborative Inspections. The Director Generals and the Directors of the Head Office conduct these inspections. In special cases, the two Commissioners hold inspections of the Wings of the Commission's Head Office and other offices as well. The Inspection branch regularly evaluates the Inspection Reports and submits the findings to the Chairman of the ACC. The statistics about the inspections conducted during 2019 are shown under Table-41.

**Table-41: Numeric Statistics of Inspections Conducted in 2019 by Head Office and Divisional Offices**

Type of Inspections	Head Office	Divisional Offices
Short Inspection	09	06
Elaborative Inspection	09	07
<b>Total =</b>	<b>18</b>	<b>13</b>

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# **CHAPTER 8**

## **Recommendations**

- 8.1 Introduction**
- 8.2 Health Sector**
- 8.3 Pharmaceutical Industry**
- 8.4 Transport Management on Highways**
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## Recommendations

### 8.1 Introduction

The Anti-Corruption Commission is legally mandated to combat and prevent corruption along with the promotion of best practices in the country. As per the legal mandale each year the ACC formulates some sector-wise recommendations to prevent the existing harassment, irregularities-corruption in the government service delivery system. Alike every preceding year, the Commission has formulated short-term, mid-term and long-term recommendations. In this context, the following recommendations are being submitted to the Hon'ble President as well to be presented to the government.

### 8.2 Health Sector

The dream for a developed State as buoyed up by Bangladesh will be almost impossible to get materialized until highest progress is achieved in the Health and Education sectors, for the citizens. In respect of health management in Bangladesh, both public and private sectors are important. All should realize that talking about health management does not exclusively mean issues centering around physicians only. As the physicians are playing roles in health management in Bangladesh, so alongside, are the personnel from various classes and professions including nurses, paramedics, technicians, investors and administrative masters too. Multiple issues including food, water and environment do also indirectly get involved. So an integrated action strategy for health management in the country can be chartered out.

Despite various constraints, the envious success achieved by the government with a remarkable increase in average life expectancy of the people of the country, decreases\* in maternal mortality and child mortality deserves admiration. The fundamental base of modern health management is: "Prevention is better than cure". So for practical reasons the young generation needs to be inspired to health education. It has become extremely urgent to build health awareness among the people at the grass-root level particularly the students of primary and secondary levels, through intensive inter-personal communications. It is undeniable that owing to environmental factors the people of our country happen to fall victims to contagious diseases and various health hazards. In this perspective, it is needed to go for maintaining healthy life-style, and disseminate health-related information at all levels both intensively and extensively,

However, the extensiveness of corruption in all areas including health education and health management is likely to foil many achievements made in other sectors. In 2019, the Commission unearthed numerous of health sector-related corruptions occurred in procurement of health equipment, and lodged some cases accordingly. A good number of anti-corruption drives have also been launched by the Enforcement Unit of the Commission. This year, like every year, the Commission has attempted to identify some potential sources of corruption, and has suggested recommendations to plug off the sources. It is worth mentioning here that not all hospitals or institutions are experiencing irregularities or corruption. Corruption or irregularities were found in several hospitals or institutions as per the complaints received by the commission and the observations of the team.

#### 8.2.1 Sources of Corruption

- (1) In health sector corruptions and irregularities persist concerning appointment, transfer, promotion, etc. The physicians often exhibit reluctance to stay in the remotest places. No policy appears being complied with in respect to appointment, transfer, promotion and selection of trainees, and extortions of money by some vested factions for the deals are reportedly taking place.

- (2) In full utilization of the long stays in the same work place, the employees of the hospitals and clinics operating under the Directorate of Health Services build up unholy alliances among themselves. They illegally wrest out additional amounts of money from the general patients or their relatives exploiting their helplessness. Because of ignorance about the prescribed charge rates and facilities available in the public hospitals, the patients are left with no way but to take recourse to the employees of the hospital or their agents in exchange for additional money to secure prompt services avoiding botheration as through by them.
- (3) Acute lack of impartial and efficient officials in the Procurement Committees of the Directorate of Health Services at central, district and Upazila levels, easily paves the way for having the opportunities for misappropriation of the public money. Corruption takes place across the process of procuring medicines, medical equipment and other articles which may be imputed to lack of government surveillance over the activities of the Procurement Committees. In different organizations functioning under the Ministry of Health and Family Welfare, many machineries and equipment are procured which are not well needed, but yet are done only to grab the money. In this respect the public money is allegedly embezzled in shares in collaboration with the Contract Firms.
- (4) Many medical equipment are supplied to the public hospitals at Upazila level without providing the necessary skilled manpower to operate those equipment, which appear wearing away as left inoperative for long. In considerable cases, supplies and repairs are shown only on records, but not in practice. What in actuality happens is total embezzlement of the equivalent amount of money.
- (5) In various public hospitals across the country well organized guilds of brokers are very active. They are all set to allure and take the vulnerable and poor patients coming from the remotest areas, to the private hospitals. In exchange they receive a prefixed rate of commission from those hospitals. The poor patients as such are made to get deprived of their right to medical services at cheaper costs in the public hospitals.
- (6) Though government supplies of medicines are available in the hospitals, no medicines are provided to the patients, and that happens as no strict supervision is done. In practice those supplies of medicines are sold out to black markets, but the forged accounts are entered into the registers to make for the gap.
- (7) In collaboration with the office of the health related authorities, as commonly observed, a group of persons belonging to the dominant classes of the society go up to set up diagnostic centers without having proper equipment. They take to various ways and means to influence the physicians and the staff of the public hospitals, to refer the patients for some unnecessary diagnostic tests. In exchange they are paid with commissions. Consequently, the general patients fall victims to unwanted financial miseries. The poor patients get deprived of the proper and free medical services.
- (8) Private medical colleges are allegedly founded in irregular and corrupt fashions, which generously offer admissions to students without assessment of their merits.
- (9) Procurement of low quality and unnecessary medical equipment under unethical pressure.
- (10) The Work Contracts are allegedly awarded by the Procurement-CMSD under the Department of Health, to few selected firms pursuing the ways of irregularities and corrupt practices.
- (11) A good number of Bangladeshi Pharmaceutical companies or some fake drug manufacturing companies are engaged in producing counterfeit drugs. These companies by engaging their sale agents manage the doctors in various ways, to prescribe their very low-grade and counterfeit medicines. As not getting well after taking those medicines, the patients turn back to the doctors once and again causing their medical expenditures increase many-fold.



## 8.2.2 Recommendations to Prevent Corruption

- (1) The Citizen Charter and the status of the stock of what medicines are available on the day must be displayed in a conspicuous place of all public hospitals;
- (2) To seal off the scopes of irregularities and corruption while to procure medicines and medical equipment, experts in related area may be included in the Procurement Committee. No efforts should be taken to procure equipment if required manpower is not available. Must ensure the procurement to be processed through e-GP inabid to procuring medicines and equipment and the provisions of the PPR must also be strictly complied with.
- (3) All the equipment procured in the hospitals must be received through the Receive Committee comprising representatives of the specialized agencies. To ensure proper utilization, the supply of equipment must precede the placement of skilled manpower to operate them.
- (4) The list of medicines and prices of individual diagnostic tests, as approved by the government, must be put to public display in every hospital. Moreover, the updated status of the medical equipment should also be exhibited. For the purpose, one display device may be connected to the electronic stock register. E-registers may be gradually put into operation across big hospitals to other hospitals.
- (5) One Vigilance/Monitoring Team may be the formed in each of the hospitals to keep strict visilance as to desist the organized guild of agents who with allurement of high-quality treatment induce the wretched and poor patients coming from the remotest areas, to go to the private clinics, and surveillance may also be intensified with the aid of CCTV. Once the criminal is identified, legal actions must be undertaken against him/her.
- (6) Many private clinics /hospitals and diagnostic centers have mushroomed across the districts and upazilas of the country including the remotest localities. Many of these clinics/hospitals and diagnostic centers are going without any approvals from the designated authorities including the Department of Health. A good number of the hospitals do not have specialist doctors, nurses, ward boys and medical equipment commensurate with their needs. Many diagnostic centers are running without any specialists and/or lab technicians to accomplish pathological tests. In a considerable number of cases, the pathological reports are prepared by uncertified technicians. Consequent upon their fault reports, wrong treatments go with the patients. To avert such situation one Surveillance Team led by the Civil Surgeon may be constituted in each of the districts. The Team shall draw up a list of such clinics /hospitals and diagnostic centers, recommend to shut them off and ensure the successful implementation.
- (7) Evidence of permanently appointed physicians/ manpower and having management committee of their own, etc. must be stipulated as one of the mandatory prerequisites to granting approval/permission for diagnostic centers and private hospitals to set up and operate;
- (8) Relevant provisions should be there in place to keep the district/upazila administrations and other executive offices apprised of the educational interventions relating to health, and to get the bills/vouchers scrutinized and screened by at least two officers including the Civil Surgeon;
- (9) Qualitatively sub-graded medicines an are being manufactured in fake pharmaceutical factories located in different areas of the country, which poses alarming risk to public health. To shut off the fake medicine factories of the like, one Surveillance Team under control of the Department of Health needs to be formed. If during the courses of operations any fake medicine factories get discovered, they must be sealed off, fine be imposed and legal actions be initiated;





- (10) In order for elevating the quality of medical services, a well-defined Transfer Policy should be in place. Such policy must embody the provision that for any doctor the next transfer shall stand automatically effective just after expiration of his tenure for 3 years in one work station. Provisions to provide various incentives may be made for the doctors who are placed to work in the remotest localities. Residing in work stations may be made mandatory for the doctors.
- (11) Activities related to the collection of revenues can be brought under automation to ensure the proper realization of revenues and deposit to the government treasury.
- (12) The physicians, while engaged in private practices, must write their prescriptions very clearly or get it typed in computer and handed to the patients. There is no specific policy about the consultation fees to be charged by the practising doctors. The fees charged by the specialist doctors are exorbitant. The situation now warrants formulation of a relevant Policy and accordingly the fees to be fixed rationally based on the positional ranks of the doctors. Besides, in case of considering the diagnostic reports, the ongoing practice of realizing different amounts of fees in addition to the first-time charge is absolutely unfair. Such sort of fees should be stopped on the strength of an adopted policy.
- (13) Some physicians, while engaged in private practice, are found receiving gifts through the Representatives of different pharmaceutical companies. As of obligation, they prescribe the low-quality medicines of those companies. Resultantly the quality of medical services tends downward. Moreover, many of the doctors keep the note pads of various private diagnostic centers in their possession. They allegedly advise the patients to undergo the lab/ pathological tests in those diagnostic centers. Necessary measures are to be taken to put an end to such malpractices.
- (14) In each Union, “Health Fairs” may be organized on the occasions of various celebrations.
- (15) Introducing Health Insurance policies for the citizens and integrating the private sector may lead to improved medical services and protection of Rights.
- (16) For the sake of administrative convenience, the Department of Health may be replaced by two separate departments to be dubbed as the Department of Health Services and the Department of Health Education.
- (17) Improving the standard of medical education particularly qualitative elevation of private medical colleges, nursing colleges and paramedic institutes.
- (18) On issues of how many patients may be examined by an individual physician and what may be appropriate rate of his/her fees a well-defined policy needs to be adopted.
- (19) To deal with the promotions of the physicians (government/private), recommendations may be set forth by the PSC for the government physicians while a Committee constituted with the Director General (Health) and representatives of the PSC may recommend for the private doctors.
- (20) It is advisable to write the generic names of the medicines in doctors’ prescriptions instead of writing the brand names;
- (21) Tenure of internship should be extended from one year to two years, making it mandatory to spend the extended one year in working at the upazila hospitals, and granting no permission for higher education if not worked at upazila level;



- (22) Establishing emergency hotlines, suggestions and complaints centers, and all time arrangements for communications should be in place in all hospitals;
- (23) Permanent discontinuation of the norm of arranging entertainment beyond the budget allocations, during inspections of hospitals/ health centers/ office of the Civil Surgeon conducted by higher authorities.
- (24) After every three months, ethics oriented training for the physicians should be organized;
- (25) With a view to keeping effective vigil be the regulatory authority in the context of the existing pharmaceutical drugs manufacturing, distribution and sale management, and maintaining the standard of the medicines through future, it is recommended to put a restriction against the simultaneous use of multi-sourced raw materials by a single manufacturer of medicines in manufacturing the pharmaceutical products.

## 8.3 Pharmaceutical Industry

### 8.3.1 Sources of Possible Corruption:

The Directorate General of Drug Administration is the only drugs regulatory Institution and controlling authority of the government, which controls production, sale, distribution and activities related to export and import of drugs. Approvals or licenses are required from the Directorate General of Drug Administration for setting up pharmaceutical industry, import, of raw materials of drugs, manufacturing of drugs, sale, production and use of covers/packets for drugs, drug recipe, drug literature, controlling standard of drugs, conducting sample test, issuing and renewal of drug licenses, and for storage and preservation of drugs. In some cases the service receivers want to get the service hurriedly without submitting the requisite papers. On taking this opportunity some dishonest staffs of the Drug Administration Directorate offer various packages of expenditures, which are not consistent with the prescribed fees. From the circumstances as stated above, it appears that scopes for harassment of the service receivers and corruption for the service givers are created.

One of the sources of corruption of the Directorate of Drug Administration may be traced in the process of receiving standard certificate from the drug testing laboratory. In order to control the standards of all drugs- produced in the whole of the country and imported, it is mandatory to receive certificates from the laboratories under control of the Directorate of Drug Administration. The key function of the drug testing laboratory is to arrange regular testing to control the standard of the drugs. The standard certificate is issued after testing the standard. As the Directorate of Drug Administration lacks incapacity to ascertain what medicines are being manufactured by which companies, which and how much are the quality standards, whether they conform to the standards set by World Health Organization, these are also the main sources of irregularities, corruption and harassments. There are some companies, existing merely in name, whose products do not qualify in the standard testing, but certificates are reportedly given for such products also affirming about their quality compliance. As a result, the scope of selling lower standard drugs is created. These low standard drugs have become an enormous threat for public health.

There exist innumerable organizations that produce allopathic, herbal and ayurvedic medicines. It is the responsibility of the Directorate of Drug Administration to physically inspect these organizations to ensure whether they are producing the medicines in compliance with the prescribed standards. In many cases, these organizations are not inspected abiding by the rules and regulations. Complaints go like submitting reports without inspecting these organizations systematically and inexchange of unethical gains. Consequently, production and supply of low quality, fake and adulterated medicines cannot be stopped.

Prior to post production launching of a medicine for sale in the market, one sample needs to be submitted to the Drug Administration to obtain permission as a new batch. Every year three to four batches of medicine are released on to the market by each company. As of the procedure, a drug can be released to market only after receiving permission for the batch. But in practice, the companies start selling the medicines and then they send the files to the Directorate of Drug Administration where the officers of the organization just sign. No stern stand of the Drug Administration is found to have been taken in this respect. Some officers of this organization grant permission for batches of medicines in allegedly receiving pecuniary benefits.

There exist around two hundred and fifty thousand pharmacies in the country. Although these pharmacies are supposed to be inspected every year, more than 50% of the pharmacies remain uninspected. Complaints often reveal that those who are assigned to hold inspections receive a monthly sum of money from the owners of the pharmacies without going for proper inspections. And on availing of this opportunity, the pharmacies at large sell the medicines, which are prohibited for import but entering the market through smuggling, medicines of low quality and medicines with dates expired. With the help of mobile court, the Directorate of Drug Administration is taking actions like awarding imprisonments and imposing fines against those who are producing and selling adulterated/fake drugs. Despite, that the supply of fake-adulterated medicines cannot be stopped. It is learnt that an unholy syndicate comprising of some business leaders under the banner of 'Drugs Traders Association' and some corrupt officials of the Directorate of Drug Administration are involved.

The raw materials of drug which are going on sale in the open market are the source of producing forged, adulterated and sub-standard medicines. Only those companies having permissions from the Directorate of Drug Administration can only import raw materials from abroad. There is no scope of selling these raw materials in the open market. But many drug companies import raw materials in excess of their demands. It is known that some officers-staffs of the Directorate of Drug Administration and dishonest drug traders are involved in these immoral activities.

### 8.3.2 Recommendations

- (1) In this context, concurrently with increasing the capacity of the laboratories of the Directorate of Drug Administration, a system of conducting alternative tests of the drugs by the experts from Pharmacy Departments of different Universities and research institutes, may be introduced. In no way the drugs/medicines shall be allowed to enter the market without any standardised testing. In identifying this class of companies or owners, strict legal actions including closing down the factories may be taken.
- (2) In line with the specific set of rules the officers of the Directorate of Drug Administration must conduct regular inspection of the factories. In this regard, representatives of the Ministry, the Directorate of Health Services and CMH may also be involved. Under no circumstances, before obtaining permission from the Directorate of Drug Administration, a new batch of drugs can be put on sale in the market.
- (3) With a view to monitoring the pharmacies, the market monitoring committees may be constituted comprising the officers from district and upazila levels, aside with the Directorate of Drug Administration. If necessity arises, mobile courts may be operated regularly through the local Deputy Commissioners and Upazila Nirbahi Officers.
- (4) Sales of raw materials of drugs in the open market need to be banned or only after testing the standard of the raw materials, sale to limited scale may go on abiding by specific regulations. In this respect, the Customs Department needs to keep watchful.
- (5) No pharmacy can sell antibiotics, sleeping pills, or any other drugs except the approval of the department of drug administration, or without doctors' prescription. Therefore, urgent steps can be taken in this regard.



## 8.4 Transport Management on Highways

The ACC often receives a host of complaints with information about irregularities, corruption, eccentricity and syndicate in the arena of transport management across the country, and even about shared embezzlement of the organizational and other specified funds. Information concerning these sorts of irregularities-corruption may be found available not only in the Anti-Corruption Commission, but also in the social communication media including the mass media. The units of the ACC, who are engaged to collect information from the virtual world, do also inform the Commission about these issues. Road accidents may be termed as human-induced disasters. The vast expanse of these irregularities –corruption ranges from grass-root to upward levels. In these cases the probable sources of corruption may be, for example, unethical monetary transactions for allowing illegal transports and vehicles without fitness to ply, drivers to drive without driving licenses, issuing licenses unduly to drivers particularly for driving heavy transports etc. Innumerable families are plunged to miserable consequences caused by deaths from human -induced road accidents. The person, family and society- all find themselves in a perilous state while on the roads.

### 8.4.1 Recommendations

- (1) One of the major reasons of road accidents is movements of unauthorized and faulty transports on the road. It is learnt from multiple sources that more than 1 million small vehicles including 'Nasiman', 'Kariman', 'Bhatbhati' and Easy bikes are quite illegally plying on the roads. Furthermore, these small transports have got no registrations, not even tested whether they are mechanically fit. On contact with the members of the general public, the ACC learnt that illegal transaction of money take place for these types of transports to move on the roads. However, given the reality, these vehicles may be allowed to ply only across the local roads on temporary basis complying with some specified rules. But these types of transports may be debarred from plying along the national and regional highways. Local governments like Union Parishad, Municipality may issue licenses temporarily based on the areas of their respective jurisdictions and lengths of the roads. There will be no chance for these transports to move beyond their own territories. Import of these vehicles may be prohibited so that use of these transports gradually becomes lesser.
- (2) Moreover, the transports including the heavy vehicles, which have no updated fitness certificates, can in no way be let move on the roads and highways. If necessity arises, these types of vehicles may be scrapped off by launching crash programs.
- (3) The desperate mentality of the driver, the shortfalls to fitness of vehicles and flaws in constructions of the roads are the major causes of road accidents. What work behind that, are lack of institutional integrity, forced subscriptions irregularities-corruption perpetrated by different government and private groups of people specifically institutional irregularities-corruption of the licensing authority. That is why like government drivers, issuing appointment letters to non-government drivers should be made mandatory.
- (4) More steps to undertake are-fixation of working hours for the drivers, taking welfare measures for them, plugging the channels of enjoying unearned money by using the drivers and workers at government and non-government levels. The ACC, however, is conducting enquiries against few persons, who are allegedly enjoying unearned money. In this place, the ACC holds the view that prevention is better than cure. In this context, as this is a long enduring problem, coordinated efforts need to be taken by all concerned to seal off the ways of gaining unearned money.
- (5) With a view to averting road accidents, traffic signs need to be placed aside the roads immediately where these are found missing. The risky turns of the roads need to be properly marked, and necessary measures to be taken to make the roads straight. Issuance and renewal of all types of licenses for all vehicles including the heavy ones need to be digitalized. Necessary actions should be undertaken to make the licensing authority of vehicles accountable in rendering services (issuing license, renewal of license and issuing route permit) within specified time frames. Involving the participation of the citizens' community in the working procedures of the licensing authority may be actively considered.

## 8.5 Supply of Fake, Adulterated and Prohibited Goods:

Supply of adulterated, counterfeit and prohibited goods in the market of the country is alarming. It exerts a negative impact on the public health, economy, trade even image of the country. There are all measures in place like laws-rules-regulations and administrative management to preclude entry of these types of goods into the market. Despite that, why the supply of those products cannot be prevented? The reasons may be ascribed to lack of capacity of the controlling authority, negligence in discharge of responsibility, business to gain excessive profit and above all irregularities and corruption etc. Among the products being released on to the market, the cosmetics, baby-food, food supplement, cigarette, handsets of mobile phones and electronic gadgets are remarkable. A large portion of the cosmetics on sale in the market are fake ones. Many people are getting caught by multiple diseases from using these cosmetics made up of harmful chemicals and other ingredients. Many experts hold the view that these low graded products trigger off various diseases including cancer in the country.

### 8.5.1 Recommendations

- (1) The offenders involved in production and marketing of these types of products need to be identified, and after considering the gravity of the offences, cases may be lodged against them under the Special Powers Act, 1974. In addition, mobile courts may be conducted regularly under the Pure Food Ordinance and Bangladesh Standard and Testing Institution (BSTI) Ordinance.
- (2) The ports of the country play the important roles of gatekeepers of the State. Furthermore, the customs unit of the port is called the 'gatekeeper of the nation'. The Customs department carries out some prime responsibilities including implementation of the trade policies, export promotion, release of goods but debarring the release of the prohibited and harmful products. In this respect the port authority, representative of BSTI, the law enforcers and the C&F agents have also got their roles to play. In some cases, these types of products enter into the country because of corruption and irregularities of the assigned officers and staffs of these institutions. So for coordinated monitoring of the ports, joint management program may be introduced. Regulations for taking stern administrative actions may be introduced against the dishonest officers and staffs identified through combined monitoring.
- (3) The BSTI is the central institution mandated to control the standards of the goods in the market. Most of the people hold negative perception about the capacity, transparency and accountability of this institution to procure products from the market, test them in the laboratories and monitor their standards. After having ensured the standard of the market goods and actions taken against the producers, importers and marketers of the sub-standard products, BSTI may upload such information in their website regularly. Measures may be initiated through one-stop service, to grant the approval by BSTI within the specified time line. Alternatively testing laboratories for determining the standard of the goods may be established in different Universities. A committee consisting of an expert of BCSIR, expert concerned from Engineering University, representative from the Department of Chemistry of Dhaka University, representative from Bangladesh Food Safety Authority, may be involved with the operational activities of BSTI. There many food items in the market which do not contain BSTI seal, instead the nutrition fact or ingredients of that product box written in any language other than Bengali or English. So the consumers do not know what are they buying on this issue. BSTI can take special steps to protect public health through withdrawing that products from the market.



## 8.6 Aggression of Banned Polythene:

Polythene is a product which is harmful to the environment, the main reason for waterlogging, and possesses several deleterious properties including that decreasing fertility of the land. By enactment of a law, this product was banned in the country. Despite that this product is found available everywhere. The jute industry is encountering losses caused by the impact of this prohibited product. Moreover, no system exists for recycling the polythene in the country. From all considerations, polythene is a threat for the country. The organizations responsible to control banned polythene products are going indifferent. The polythene is banned in many countries of the world. The polythene producing unscrupulous businessmen are carrying on their illegal business without any restraint, by allegedly making some unethical deals with some officials of the regulatory bodies.

### 8.6.1 Recommendation

In this context, coordinated legal measures may be initiated to stop the production and marketing of polythene. Regular mobile courts may be launched at the original places of production of polythene.

## 8.7 Grabbing of Rivers

The river-centre civilization of the riverine Bangladesh, is really confronting a risk. For natural and international reasons and by all-devouring occupants of the rivers, the rivers of this country have fallen into a perilous state. According to the report of “National River Conservation Commission”, published in newspapers, 139 rivers across 64 districts are massively occupied. As many as 49,162 illegal occupants of rivers have been identified outside Dhaka.

Grabbing the government properties or abetting in the act of misappropriation of government properties is the offence included in the schedule of the ACC Act. Meanwhile, the Commission has taken legal actions against the illegal occupants of government Khas lands. By means of special preventive drives operated by the Commission, the government properties in different districts are being recovered with the supports of the local administrations.

### 8.7.1 Recommendation

Instructions may be issued by the Cabinet Division to all the Deputy Commissioner of the districts to free up the rivers through evictions, which had been illegally occupied under their respective jurisdictions, and to take legal actions against those illegal occupants. In this regard, the Cabinet Division may preserve the monthly reports of the Deputy Commissioners about the actions taken and if deemed necessary, the copies of the reports may be sent to the ACC. The Commission strongly expects that the Deputy Commissioners will play their active roles in preventing corruption by maintaining the government properties. In the meantime the Commission is taking actions against illegal occupants of the government Khas land and the abandoned properties. But the Deputy Commissioner has legal responsibility of protecting the above-stated properties. Arrangements may, therefore, be promptly taken in every district of the country to demarcate the boundaries of all the government properties and place signboards over there accordingly.

## 8.8 Efficient and Corruption-Free Land Registration Services

In this subcontinent the history of the land registration department is very ancient. The land registration system was evolved in the then India by the hands of the British rulers. In course of time, through long experimentations, changes and additions, the Act 16 of 1908 was promulgated as an all Indian law, which is the currently existing Registration Act. Pursuant to Article 149 of the Constitution, this law remained in force across the country since the achievement of independence of Bangladesh in 1971.

Though Registration Department has got a long history, the public, on the one hand, is being deprived of getting transparent, harassment-free and quality service as because this department of public importance could not get updated over changes of time; on the other hand, the officers and staffs of this department fail to deliver good services for lack of job satisfaction. This highly important Department is playing a very significant role in earning government revenues to the tune of nearly 120 to 150 billion taka in every financial year. To bring momentum and transparency in land management, there is no alternative but to go for radical restructuring of the Land Registration Department.

### 8.8.1 Existing Land Registration System

Bangladesh has gone a long way in the utilization of Information Technology, but still the land registration system goes manually as in older days. As of present system, deed writers prepare the deeds in handwritten format or composed by computer. Then the executant/receiver of the deed submit it to the Sub-Registrar for registration. If the presented documents appear correct, the Sub-Registrar holds hearing with the party/parties, and, if satisfied, accepts the deed for registration.

After taking the deed for registration, the copier prepares an exact copy of the deed into the Balam book in order of serial number. After completion of the copying process and indexing the deed, the original deed is transferred to party concerned. Depending on the sub-registrar office, it takes 2 to 5 years to complete the whole process. During this long period, the original deed remains under the custody of the sub-registrar office concerned. During preparation of an exact copy of the deed by inefficient staff, there remains a risk of mistake in writing in the balam book. In many cases, if the mistake does not come within knowledge instantly, there is a chance of starting of cases in future.

### 8.8.2 Drawbacks of Existing Registration System

- (01) The original deed is preserved in the Balam Book after writing it by hand. Owing to shortage of staff and shortage of Balam Book and depending on the sub-registrar office, one needs to wait for 2 to 4/5 years to get the original deed returned. As the un-copied deed is preserved in the office for a long period, there is a Chance of its pages being damaged or in many cases the risk of changes by tempering the plot, khatian (record of rights) and quantity of land. In some cases, there is also a risk of the original deed to be lost.
- (02) As the copies of records of rights (ROR)/copies of mutation records are not preserved in the office of the Registrar, there remains the risk of forged deeds to get registered on presentation of forged ROR and mutation records.
- (03) As there is no copy of ROR in the sub-registrar office, groups of deceivers are enjoying the opportunities to evade government revenue by showing the land of higher value as that of lower value in the sale deed and submitting the forged “porcha” (provisional ROR) and “dakhila” (rent payment receipt).
- (04) Online verification of the National Identity Cards cannot be possible as no connectivity exists between the Election Commission and the Registration Offices. As a result, a trend observably goes like forged deed is being registered by the false person by placing the forged NID. This is the way the people are falling victims to deception.
- (05) As there is no computer database of information in the Registration Office, the ACC or other organization or any intending person, is getting deprived of the accurate information during verification of land ownership. It is difficult and time-consuming to obtain accurate information by searching through index and Balam book in pursuit of the manual system.



- (06) Prepared from the Balam Book, the handwritten certified copy is provided. This system is very time-consuming. Sometimes, there remains the possibility of providing wrong information attributable to the lack of diligence of the staff.
- (07) For maintenance of records, only one version of the Balam Book and the Index Book is prepared. It is a natural process that in course of time, the pages of the Balam Book and the Index Book would wear off or would be illegible. Sometimes incidences of misdeeds occur like changing the information of the deed by stealing the Balam Book from the record room or tearing off the pages, erasing the information from the Balam Book. As a result, records are permanently damaged. Though there is provision to reconstruct the old Balam Book and the Index Book, but for lack of efficient manpower and necessary information, it does not always become possible to go for that.

### 8.8.3 Digitalization and Modernization of Land Registration System:

The foremost prerequisite for making the land registration system public-friendly and free from corruption, is taking to digitalization and modernization of the land registration system. In case of digitalization of the land registration system the following issues need to be taken into account:

- (01) The registration department should have one website consisting of a price list based on different classes of land across the country, the approved formats of different types of deeds and the rates of fees for different types of deeds. Any person from anywhere in the country can glean instant information about the market price of land and registration fees of any land of the country. As different formats for different deeds will be uploaded in the website, it will be possible to prepare different deeds according to the corresponding formats. Resultantly similarity in language and constructs of all deeds of the country will emanate. The website will provide the advantage to automatically procure the information about the fees and taxes applicable, using the web calculator.
- (02) Any person by himself or with the help of others can download the format of deed from the website and prepare the deed accordingly. The hard copy of the deed printed in stamp paper from the prepared one and at the sametime, one soft copy can be presented in the office of the sub-registrar for registration. As a result there will remain no scope for presence of a middle-man.
- (03) The web-calculator will inform the amount of money to be paid as fees and taxes as applicable for registration of the land and that will be supplied through an assessment slip automatically. According to assessment slip the, parties themselves can make online payment of the applicable fees and taxes from Sonali Bank or the branch of any other scheduled banks.
- (04) After submission of the deed for registration, the scope will be there to instantly make online verification of the ownership related documents like ROR (Record of Rights) or copy of mutation certificate submitted with the deed, from the website of the Directorate of surveys or the Office of the Assistant Commissioner (Land). After ensuring through online verification about the authenticity of ROR/ mutation certificate, the sub-registrar will take further necessary actions.
- (05) There will be scope of access to the website of the Election Commission and the office of the sub-registrar for the purpose of verifying the identification of the executant and the recipient of the deed, the witness and the identifier.
- (06) There will be online connectivity of the sub-registrar office with Sonali Bank/any other scheduled bank. After submission of the deed, the sub-registrar will instantly verify and make sure about the slip of bank deposit relating to government revenues as applicable.





- (07) Instead of copying the original deed by hand into the Balam Book, it will be scanned and digitally preserved in the Server with a unique ID. After taking the photos of the executant, recipient of the deed and the identifier, these will be preserved in the Server along with the scanned copy of the deed, The digital thumb impression/ biometry of the executant of the deed will be taken and preserved during registration of the deed.
- (08) After scanning the original deed, and taking the digital photograph, the digital thumb impression/biometrics, an index will be prepared by putting into the computer the information comprising the name, address of the deed giver and the deed receiver, description of schedule, that is, the name of “Mouja”, plot number, ROR number, by way of data entry. Later on, the ACC or any other intending organization or any person will be able to collect the information regarding ownership of the deed by on-line searching.
- (09) The old Balam Books will be scanned serially by robotic scanner and will be digitally preserved in the Server. Later on, whenever a certified copy will be required, it will be possible to promptly provide an error-free certified copy in printing-out from the scanned format. The old indices will be updated by phases through data entries. By it\* the task of searching out the deed could possibly be accomplished very promptly and accurately.
- (10) Multiple copies of the scanned format of the original deed and of the index will be saved in the high quality CDs, which will be preserved in the digital record rooms of the Directorate of Registration, the office of the District Registrar and that of the Sub-Registrar. So if any data is damaged in, or stolen away from, any record room, this may be possible to be reconstructed by collecting it from another record room. As a result, the parties will not encounter any problem in getting the information in future.

#### **8.8.4 The Advantages of Digitalization of the Land Registration System:**

- (01) If the proposed digitalization of land registration system is implemented, it will be possible to complete the registration of a deed and hand over the original deed to the parties within 3 (three) days at the maximum.
- (02) The possibility of registration with forged “porcha” (provisional ROR) or false impersonation will be eliminated. The chance of evasion of government revenues by providing forged classification of land will also be sealed off.
- (03) The possibility of monetary corruption will not be there in case of registration of the deed by means of auto-generated web calculator available in the website, because it will provide the assessment slip of applicable and head-wise fees and taxes.
- (04) There will remain no scope of harassment by the middle man as the deed executant and deed receiver will get the opportunity to prepare the deed by themselves conforming to the given format.
- (05) As a result of the database, containing information about ownership of land, being in place, it will be possible to know in a moment whether the land was already transferred before or not. The ACC, NBR or any other organization will be able to collect the accurate information about anybody’s properties through on-line search within a very short while.
- (06) As transparency will emerge in the land registration system, the mental strength of the officers and staffs of the Registration Department will be boosted up and they will be encouraged to provide improved services with self-confidence. The public trust on the Registration Department will be enhanced. The proper revenue earnings of the Government will be ensured, which the government can spend for the welfare of the public according to their demands. The transparency and efficiency will be established in the land registration process as a whole. This will ensure delivery of land registration service for the public free from harassment and corruption.



## 8.8.5 Important Proposition to generate discipline and dynamism in land management of Bangladesh

This is undeniably true, though Bangladesh achieved visible advancement in many areas in confronting the challenges of the Millennium but in respect of overall land management of the country no remarkable progress has been achieved during the post liberation period. The overall land management is conducted by three separate departments-(i) Directorate of Land Records and Survey, (ii) Land Administration and (iii) Directorate of Registration, under different Ministries. The Directorate of Land Records is working under the Ministry of Land. The land administration is basically run by the officials belonging to the Ministry of Public Administration, while the Directorate of Registration is operated by the Ministry of Law, Justice and Parliamentary Affairs. For obvious reasons, there is a lack of coordination among these three departments and resultantly it creates complexities in overall land management of the country.

Discussions have been going on for a long time regarding placement of the land registration department under the Ministry of Land. Although the Ministry of Land takes interest in it but the Ministry of Law, Justice and Parliamentary Affairs is not responding as expected. Consequently, the initiative to operate all the land-related services under one umbrella goes yet to be materialized.

Virtually this should not be so simply understood that all problems will be solved if the department of registration is placed under the Ministry of Land. Because, in the Ministry of Land no class-I officers of its own is there under the existing structure. The functions of land administrations and land surveys are indeed discharged by the officials of the Ministry of Public Administration.

In order to bring in real dynamism and positive changes in the land management of the country, the departments of surveys, land administration and land registration need to be put together under one umbrella. To carry out the land-related activities, coordination must be built up among these three departments. With that end in view, the land surveys and revenue activities under the same umbrella, may be performed by the class 1 officers recruited by the Public Service Commission and the most qualified officers belonging to Administration cadre working under land administration.

## 8.9 Establishing Brick Kilns

### 8.9.1 Sources of Corruption and Irregularities

Illegal brick kilns abound in almost all the districts of the country. Complaints are received about the incidence of bribery and corruption at every procedural layer in granting licence for constructing brick kilns. On receiving such complaints by the Hotline-106 of the ACC's complaint center, the ACC has launched operations across a good number of brick kilns. Some illegal brick kilns have been even evicted out with support from the local administrations. Corruption associated with management of the brick kilns has pervaded to a wider extent. Nevertheless, some brick kilns which are illegal and not environment-friendly are being operated with unethical collaboration between the local administrations and some officials of the Department of Environment. It is hard to understand how brick kilns are operating in such places like government or privately-owned lands, sanctuaries, orchards, wetland or cultivable lands which are prohibited under the provisions of the Manufacturing and Brick Kilns Establishment (Control) Act, 2013. Furthermore, although there is no legal scope to burn woods in the brick kilns, such practices are going rampant in numerous brick kilns. Besides, the legally established brick kilns are supposed to install environment-friendly and modern zigzag chimney to operate, but in practice age-old drum chimneys are found going in use. The analysis of the complaints received from multiple sources perceivably reveals that the fact at the root is the unholy alliance of the local administrations and some unscrupulous officials of the Department of Environment, that goes with the owners of the brick kilns.



## 8.9.2 Recommendation

In joint and coordinated efforts, the Department of Environment and the local administrations may identify those brick kilns within specified timelines, which are illegal land not environment-friendly, and can be evicted through crash programs. After the eviction is done, under no circumstances any illegal brick kiln can be allowed to be erected at the same site or anywhere else. Nonetheless, if any illegal brick kiln is found to have been established anywhere, the official under whose jurisdiction it is located must be accountable for that. After determining the liabilities and responsibilities of the officials concerned, administrative and legal actions may be considered to be initiated against them.

## 8.10 Activities of BNCC for long term based Ethical Upliftment

The time goes right now to set out the activities of Bangladesh National Cadet Corps (BNCC) as compulsory in all secondary educational institutions, colleges and universities of the country. Each student shall compulsorily get integrated with the work-strategy of BNCC. Through this process, every student may be built up as an honest, qualified, patriotic, conscious and disciplined citizen. Moreover, on receiving arms training these youths can discharge the duties as the voluntary reserved defence force. These people will be able to contribute to ensure safeguard of country's sovereignty, if necessary. This type of voluntary organization exists in most of the countries of the world. Such volunteers may be utilized during any natural calamity and in course of mass welfare programs including voluntary blood donation, cleaning and cleansing, plantation and health awareness raising issues. In a bid to institutionalize the activities of BNCC, well-defined policy may be formulated with collaboration among BNCC Authority, Ministry of Defence, Ministry of Education and Ministry of Finance. In implementing these programs, priority needs to be given to ensuring transparency and accountability to 100 per cent. The training results of BNCC may be published with the results of academic examinations of the students. Moreover, in discharging the duties as a Voluntary Reserved Forces, these youths, if needed, through undergoing arms training, may contribute to safeguard the sovereignty of the country.....Besides, it has become expedient to formulate and implement the policy for compulsory participation of all the students in the activities of Scouting and Girls Guide. And provisions should be inserted there to assign marks in their Certificates against their performances in this regard. Legal framework should also be there in place to the effect that none will be eligible for any government job without the Certificate of Scouting or Girls Guide. It is the law itself that may dictate the time line of when this system will be introduced.

## 8.11 Brokers on Government Services

Most of the service c providing government organizations are infested with brokers. The complaints received through the Hotline-106 of the Commission testify to this fact. Owing to the intervening roles of these brokers the service seeking citizens, in some cases, do not have any scope at all to meet the service providing officials/ employees. Allegations go like telling about involvement of some dishonest officials/ employees with these brokers.

### 8.11.1 Recommendations

- (1) To enhance and intensify the administrative vigilance.
- (2) To ensure that the identity cards embedded with the photos, names of the offices and designations of the officials and employees of the service providing organizations are visibly displayed during the office hours. Additionally, a comprehensive Citizen's Charter should be placed in a conspicuous location that will exhibit a list of the services to be rendered by the service providing government organizations, name, designation and mobile number of the officer assigned for the service, time-limit for the specified service, the checklist of the necessary documents and the prescribed fees. Arrangement may be made for the common people to get the prescribed forms filled out with the assistance from the Help Desk.
- (3) After expiration of the given time limit for every service, it needs to identify the reason of why the service was not provided in time and then to initiate departmental actions against the official and employee concerned accordingly.



## 8.12 WASA

The role of WASA is important for the supply of safe water and disposal of sewerage. The responsibilities of this organization are directly related to public health. Almost every day we come across news in media on various irregularities, corruptions, mismanagement, negligence and slackness in performances of WASA. Aiming to curb such wrongdoings of the organization, the Anti-Corruption Commission has drawn up some recommendations. During the formulation of these recommendations, the Commission reviewed the statements of the clients who suffered in receiving services, informative news published in different Dailies, the Annual Report and also the Audit reports of the organization. On overall review and observations, the Commission pointed out the potential sources and areas of some sorts of corruption and concurrently suggested remedial measures to prevent them. The Commission, however, believes that the recommendations may not be perfect, even then if these are materialized, the accomplishment of the activities of WASA may be more transparent and accountable.

### 8.12.1 Sources of Possible Corruption

- (1) **Corruption /irregularities in project activities:** Without completing the project works within the given time frame, the project implementation period gets extended and the project expenditure increased on various pleas. With this activity, the engineers engaged in project implementation, along with the Project Director and the management authority of WASA, are found involved. In many cases project works are not allegedly carried out in compliance with project designs and specifications. For example, the project for reducing the dependency on the underground water of Mirpur, to meet up the demand of water for greater Mirpur along with Dhaka, was approved on 22.11.2012. According to the approved DPP, the total project cost was BDT Tk. 5,210 million including GOB BDT Tk. 1,420 million, funded by WASA BDT Tk. 100 million and the project aid (by Export Import Bank of Korea, the Government Agency for the EDCF) was BDT Tk. 3,690 million. At the initial phase, the project was due to commence from July, 2012 and to end by June 2016, later on, the revised DPP sets the project to end by June, 2017. But failing to complete the project within given timeline caused the Project cost unreasonably raised to BDT Tk. 520 million. The components of the project included 46 Production wells, 2 Iron removal plants, 1 overground reservoir, acquisition of 7.81 hectors of land and construction of 48.78 kilometer water supply line (200-1200 M.M width). According to collected information, the contract with the Contractor was executed on 27.12.2012, but the practical progress of work up to December 2016 was 46.72 %. Against this extent of work, the Contractor was paid Tk.3,13.10 million which, as per revised DPP, corresponded to 54.75% of the total project cost. In this case, compared to the progress of the work, the paid up bill for the Contractor stands in big difference.
- (2) **Corruption/Irregularities in interim water supply project:** The project with total cost worth BDT Tk. 2,520.00 million including BDT Tk. 2,420 million from GOB and BDT Tk. 100 million from WASA, was undertaken for a period of 3 years from March 2015 to June 2018, to install/replace/regenerate deep tube wells and for construction/ rehabilitation of water lines for additional water supply of 400 million liters in keeping the water distribution process uninterrupted in the metropolitan cities of Dhaka and Narayanganj. The said project for its components comprises total installation /replacement of 162 deep tube wells, regeneration/rehabilitation of 30 deep tube wells, construction /rehabilitation of 70 kilometer water pipeline and related other works. The project reveals allocations and expenditures to the tune of BDT Tk. 800 million for FY 2015 - 2016 and BDT Tk. 500 million for FY 2016-2017 totalling the amount to BDT 1,300 million. The documentation shows that the works for 162 deep tube wells were completed till December 2016. The revised DPP of this project has been placed for approval, with an estimated expenditure of TK. 6,120 million including works for Installation /replacement of 375 deep tube wells,

regeneration/rehabilitation of 120 deep tube wells and construction/rehabilitation of 100 kilometer water pipeline together with other related works. Although the Project expenditure of the initially approved DPP was 51% up to FY 2016-2017, the proposal was placed to increase the expenditure up to (6,120–2,520) BDT 3600 million. Even though the project was supposed to be implemented from March 2015 to June 2018, the project expenditure was nearly BDT 500 million. Most of the project works remained incomplete while only a few deep tube wells and water lines were installed. There was a wide difference between the implementation progress of the works and the amount paid against the bill of contractor. It transpires that instead of completing the project works within the stipulated time, the timeline for project implementation and project expenditure was increased. In this case, the engineers engaged in project implementation, along with the Project Director and the management authority of WASA, allegedly get involved. In respect to this project also there goes the complaint about non-compliance with the designs and specifications.

- (3) **Corruption /irregularities in “Saidabad Water Treatment Plant (Phase-III) Project”:** This project was undertaken to ensure water supply in Dhaka metropolitan city through purifying the surface water, on total project cost of BDT Tk. 45,970 million, to complete implementation between July 2015 and June 2020. There has been no satisfactory progress of the project works.
- (4) **Corruption/Irregularities in construction of “ Padma (Jashaldia) water Treatment Plant (Phase-1)”:** This project was meant to meet the demand for water at Mitford, Nababpur, Lalbagh, Hajaribag, Dhanmondi, Mohammadpur and its adjoining areas of the old Dhaka city by installing a water treatment plant at Jashaldia under Louhajang Upajila, on the bank of the river Padma at the total project cost of BDT Tk. 35,087.5 million and to ensure supply of pure drinking water up to 450 LMD. Though the project was scheduled to be completed between 2013 and 2018, it was not completed.
- (5) **Corruption/Irregularities in “Dhaka Environmentally Sustainable Water Supply Project”:** This project was supposed to ensure water supply in Dhaka metropolitan city through treatment of surface water. The project cost was worth BDT Tk. 52,480 million and was scheduled to be implemented during the period between October 2013 and December 2019. Although an amount of BDT Tk. 2,380 million was paid up by this time, but the progress of project works is only 8%.
- (6) **Corruption/Irregularities in “Dasherbandis Sewage Treatment Plant Project”:** The project was supposed to treat the sewage of Gulshan, Banani and other areas of Dhaka city. The total project cost was BDT Tk. 33,170 million and was supposed to be completed during April 2015 to December 2019. But till the present BDT Tk. 1,010 million have been paid up from GOB fund while the progress of the project work is very insignificant.
- (7) **Corruption/irregularities in “Improvement of Rain Water Drainage Project at Agargaon, of Dhaka metropolitan city”:** This project was supposed to be completed within October 2015 to June 2017 period. The project cost was BDT Tk. 240 million. But there has been no significant progress of the project work.
- (8) **Corruption/irregularities in “Dhaka Water Supply Network Improvement Project”:** This project was supposed to be completed within April 2016 and December 2021 while the project cost was BDT Tk. 31820 million. There has been no progress of the project work till date. But, as the complaint goes like, the bills of the Contractor who has been awarded the Contract, are being paid up as usual.
- (9) **Corruption in recruitment of Adviser and Contractor:** In respect of adoption and implementation of foreign aided projects and the process of recruitment of Consultants and Contractors, some bindings are there to abide by the guidelines and conditions of loan agreement with the Donors. Regarding appointment/selection of Consultants and Contractors, such conditions are stipulated that only a limited number of Contractors can participate in the competition. Besides, nowadays, during the selection of contractors, use of syndication system, political identity and bribery in exchange of getting work has become as normally ongoing customs. As a result, the project works are not accomplished in time and compliance with the specifications. The project cost, therefore, gets abnormally raised.



- (10) **Corruption in installing privately-owned deep tube wells, meter reading, and revenue collection:** Manual system is still being pursued in the process of installing privately-owned deep tube wells, meter reading and revenue collection. A syndicate in the way has been built up comprising of some officers /staffs of engineering and revenue department of WASA, which has paved the way for evasion of government revenues.
- (11) **Corruption related to overtime bill of WASA staff:** As there is no adequate manpower in WASA, the staffs of various categories need to work for additional time after office hours. In such situation, overtime bill, almost double of the basic pay, is being paid. From the report published in newspapers and from public remarks, it is found that on many occasions, overtime bill is being paid in collaboration with concerned officers of WASA, to some influential staffs, who did not work for additional time after office hours. In such a situation, it appears that compared with other organizations, the overtime bills of WASA staffs are too much.

### 8.12.2 Recommendations of Institutional Team for the prevention of corruption

- (1) Joint survey/ measurement team and joint monitoring team may be formed comprising the experienced engineers from various engineering bodies to prevent irregularities/ corruption/wastage of resources in the ongoing projects of WASA. It is assumed that if these teams are formed, WASA authority and the Contractors will be attentive to timely completion of the project works and, resultantly wastage of time and money/corruption will be substantially reduced.
- (2) During the formulation of the project concept paper, WASA authority must make sure about the rationale and usefulness of the proposed project works. During budget allocations, special vigilance needs to be exercised so that the project implementation period cannot be extended irrationally.
- (3) Strong monitoring team at the Ministry level needs to be formed to oversee whether the tendering and procurements are being done in due process and the tender evaluation committee has included the representatives of the donor agency.
- (4) During implementation of the project, the higher authority of WASA must inspect the works on time and again and should make all efforts to implement the project works without giving in any political influence as often alleged against.
- (5) Prior to paying off the bill of the Contractor, it must be ensured that the Contractor has properly completed the project works in complying with the terms and conditions of the tender. Moreover, payment of the bill may also be made after physically inspecting the quality standard of the works done by the Contractor.
- (6) The existing manual system of WASA applied to cases of installation of privately-owned deep tube wells, meter reading, and revenue collection, need to be discontinued and easier digital system in meter reading may be introduced.
- (7) To avert illegal overtime claiming bills of the employees, the structure of the manpower of WASA needs to be specified, and specific rules need to be formulated including provisions for adjustment of overtime to monthly salaries.
- (8) Proper coordination with the associated organizations of WASA, like Dhaka City Corporation, Roads and Highways Department, Electricity Department need to be developed for better implementation of the projects.
- (9) Vigilance by the watch-dog institutions notably Media, Anti-Corruption Commission, Audit Department need to be increased to bringing transparency and accountability of Dhaka WASA.

- (10) Aiming to prevent corruption, public hearing with the service receivers of WASA may be conducted at times and again.
- (11) Surveillance team comprised of experts of various engineering institutions may conduct surprise drives to the sites of various ongoing mega projects of WASA.
- (12) The senior officers/staffs having experience and technical knowledge starting from inviting competitive open tenders /e-tendering to awarding contracts and in project implementations may be assigned with responsibilities for multiple procurements. In the tendering process, specialized organizations including BUET may be involved.

### 8.13 Relating to Income Tax, Customs and VAT

Bangladesh has achieved enviable success in respect of multiple indicators of Bangladesh Economy notably Gross Domestic Product (GDP), per capita income, import-export trade, control of inflation, foreign exchange reserve, income from foreign remittance, investment, Debt-to-GDP ratio. The unprecedented economic development of Bangladesh has been widely applauded across the world. Nevertheless, further progress is needed for the overall development of the country, including socio-economic development and equitable distribution of resources. It is undeniable that the country's Tax-to-GDP ratio has not reached the desired level. It is also true that there is no alternative to increasing the Tax-GDP ratio to make for the budget deficit for the sake of socio-economic development of Bangladesh. The reality is that the Tax-to-GDP ratio of the country is still below 10. This is the time to find a way-out to get off this situation. There is no alternative to increasing the number of individual income tax payers (Tax-Net). The Tax-to-GDP ratio can be augmented by numeric expansion of taxpayers without increasing taxes.

#### 8.13.1 Recommendations

In order to alleviate corruption and irregularities in the overall revenue management of the country and to increase revenue, some recommendations, as follows, have been put forth in respect of income tax, duties and VAT management under the National Board of Revenue:

- (1) This has not yet been possible to bring a significant portion of the earning population of the country under purview of income tax. In this case, considering the administrative limitations, it is expedient to amend certain laws and regulations to encourage individual taxpayers to pay their income tax proactively. Firstly, it is considered necessary to change the existing Income Tax Returns for individual taxpayers. If the Income Tax Return is simplified, it appears that taxpayers will be able to file their Returns and pay taxes without the help of a lawyer or others. In particular, there is a large segment of the country's taxpayers who may also be called marginal taxpayers. It is necessary to introduce simple Income Tax Return for those who live in the rural areas, that is, at the Upazila level. It is not easy for everyone to fill out the existing Income Tax Return due to the provisions asking for providing unnecessary additional information into it. For example, lot of mathematical calculations are required to complete the Statement of "Assets and Liabilities", attached to the Return. In addition, the details of "Family and Personal Expenses" which appear very incomplete and unnecessary should be omitted. Currently, if the assets are worth less than BDT 2.5 million, the taxpayers have been waived off the obligation to fill out the Statement of Assets. In this case, for those whose annual taxable incomes do not exceed BDT 0.75 million / BDT 1.00 million, they have also be waived from submission of the Statement of Assets and submission of accounts of family and personal expenses. This is to be noted that if learnt about evasion of income tax by any taxpayer, the provision is there in the Income Tax Act to give notice



to that taxpayer to submit the required information. Therefore, it is very important to encourage relatively low-income people to pay taxes and to make their income tax returns simple and comprehensible in order to free them up from the fear of harassment. A sample of such a simple Income Tax Return is attached herewith (sample attached). At the same time, considering the increasing number of taxpayers, small scale income tax offices can be set up at the Upazila level to increase the desired services for the taxpayers.

- (2) In order to attain prosperity in multiple economic sectors of the country, a good number of sectors have been exempted from payment of taxes or allowed to pay taxes at reduced rates. Examples are pisciculture, Information Technology, etc. Tax holiday is in vogue to be applied to various industries also. Moreover, in cases of various projects and organizations tax rebate has been allowed by issuing SROs. From long experience, it appears that with a view to evading the income tax payable on the actual taxable income, illusory and incredible amount of income is being shown from the tax-free / tax-exempted sectors. As a result, the government is losing revenue, and on the other hand, efforts are being made to be exempted from tax, by showing the income earned through corruption as income from tax-free sector.

In this case, after abolishing the existing tax-free / tax-exemption or reduced tax rate system, the incomes of the sectors which need tax exemption, should be identified for the exemption up to a specified amount, that may be like keeping the tax-free limit of annual income up to BDT 1.00 million for subsistence of the families of those who are engaged in the aforesaid sectors, and then it is necessary to bring the remaining income under normal rate of taxation. Such tax exemptions are creating unequal competition and making it harder to curb corruption. If it is deemed essential to provide incentives to a sector, other benefits can be awarded instead of income tax / VAT / duty exemption. There are many owners of assets beyond known sources of income, who receive initial capital benefits by opening income tax documents in the names of trades in miscellaneous goods showing to be owned by those members of their families who do not have sources of any fixed incomes. Aiming to eliminate such system, it seems expedient to add punitive provisions to the Income Tax Act to be applied if such unrealistic incomes are shown.

- (3) In case of import of capital equipment, duty, VAT and income tax at source are exempted at the import stage. Many importers take this opportunity to evade customs by importing commercial goods on falsely declaring them as capital equipment. In order to prevent such tax evasion, it is necessary to make physical examination mandatory for all capital equipment declared at import stage. Besides, money laundering takes place in the name of importing fake capital equipment. Therefore, in order to prevent money laundering and tax evasion, it is necessary to make physical examination mandatory to hundred per cent in case of import of capital equipment.
- (4) Currently in our country the price shown during registration of sale and buying of land/ flat, is much lesser than the actual price. As a result, a person buying one property worth BDT 10.00 million on showing to have bought at BDT 1.00 million can hide BDT 9.00 million. Therefore, measures can be taken to bring the registration price closer to the market price.
- (5) Due to various social and economic reasons, a large amount of undisclosed money and assets have been accumulated by a class of people in the country. If such undisclosed monetary-wealth cannot be brought into the mainstream of the economy, it may be destined to different countries. It is difficult to prevent money laundering in the current reality. Developed countries are even awarding citizenship to rich people of other countries on condition of investment. In this case they do not question the source of the money at all. They



have been gradually encouraging such activities for their own prosperity. In the context of the globalization of the current open market economy, wealth is naturally getting accumulated in a safer place. Therefore, it is time to provide legal guarantees for the security of our country's financial resources if it is to be retained in the country. In this case, the following legal measures may be taken to protect income and assets leaving apart those derived from terrorist activities and drug trafficking.

- (5.a) Central Intelligence Cell:** The Central Intelligence Cell (CIC) of the National Board of Revenue is working to prevent the evasion of Income Tax, VAT and Duty. Basically the Cell is conducting its activities on the basis of confidential information. It is necessary to bring transparency and efficiency in their activities. It is important to determine if the agency will be proactive in enforcing a certain amount of tax evasion. Otherwise, it is better not to be involved in all the tax evasion issues that the field offices of the National Board of Revenue are able to prevent. Besides, after getting the information of tax evasion, in many cases, there is a dilly dallying in collection of revenue that lies due from it and also for the disposal of related lawsuits. There is a need to set a specific time frame for expediting the necessary activities regarding tax evasion. This means that there is a need to set deadlines for filing reports and assessing taxes within a year (may be even six months) of the start of an investigation into an incident of tax evasion. This will increase the accountability and dynamism of the performance of this organization and will be able to generate a sense of fear among the tax evaders. A huge amount of financial incentives are being provided to the officers involved in the activities of CIC. While it is reasonable to provide incentives for such intelligence activities, it should be a reasonable amount under a law. It is necessary to examine the incentive system and, instead of administrative decisions, legislation needs to be enacted to provide incentives at a reasonable rate. Similarly, the existing provisions for incentives provided to induce playing stronger role in the collection of income tax, duties, needs to be re-visited. In case of providing excessive incentives / rewards on the basis of so-called extraordinary role in CIC, LTU, duty or VAT collection gives rise to a sense of self narcissism among the officers working in these organizations which may cause unrest among other officials. There is a need to set a specific annual limit for such financial incentives for an officer and throughout his career.
- (5.b)** There are very few countries in the world where the customs department collects VAT. In fact, VAT and income tax are mutually complementary. The scope of business i.e. sales / income is known through VAT which is extremely necessary for determining the actual income tax. That is why income tax and VAT need to be brought under the same administrative structure. In most of the countries of the world, direct tax administration collects VAT and income tax. In our country, the customs department is engaged in collecting VAT in spite of the fact that VAT has got no relations with the nature of works of the customs department. Resultantly, it becomes not possible to collect proper income tax and VAT either.
- (5.c)** With a view to preventing tax evasion, money laundering, financing for terrorist activities and drug trafficking, one high level committee can be constituted comprising of high officials from some important institutions of the state, such as Anti-Corruption Commission, National Board of Revenue, Bangladesh Bank and National Security Intelligence. By this way, it would be possible to take necessary actions promptly in exchanging information related to tax evasion, money laundering, terrorist financing or drug trafficking. Aiming at that it is necessary to form inter-organizational frameworks (Coordination Committee) under specific terms of reference. The representatives of all these organizations can play an effective role to curb the aforesaid crimes in taking necessary measures expeditiously by sitting together after specified time spaces or as and when deemed expedient.



A draft of Income Tax Return has been given below-

আয়কর অধ্যাদেশ, ১৯৮৪ (১৯৮৪ এর ৩৬ নং অধ্যাদেশ) এর  
অধীন আয়কর রিটার্ন ফরম

আইটি-

ব্যক্তিশ্রেণী ও অন্যান্য করদাতার জন্য  
(কোম্পানী ব্যতীত)

প্রযোজ্য ক্ষেত্রে টিক (✓) চিহ্ন দিনঃ

সার্বজনীন স্বনির্ধারণী

সাধারণ

১.	করদাতার নাম :	-----
২.	টিআইএনঃ	<input type="text"/>
৩.	জাতীয় পরিচয়পত্র নম্বর (যদি থাকে):	<input type="text"/>
৪.	জন্ম তারিখ (ব্যক্তির ক্ষেত্রে):	<input type="text"/> দিন মাস বৎসর
৫.	(ক) কর সার্কেল-----	(খ) কর অঞ্চল -----
৬.	কর বৎসরঃ -----	৭. আবাসিক মর্যাদা : নিবাসী <input type="checkbox"/> /অনিবাসী <input type="checkbox"/>
৮.	করদাতার শ্রেণী:	ব্যক্তি <input type="checkbox"/> ফার্ম <input type="checkbox"/> ব্যক্তি সংঘ <input type="checkbox"/> হিন্দু অবিভক্ত পরিবার <input type="checkbox"/>
৯.	ব্যবসা প্রতিষ্ঠান/নিয়োগকারীর নাম (প্রযোজ্য ক্ষেত্রে) :	-----
১০.	পিতার নামঃ -----	১১. মাতার নামঃ -----
১২.	ঠিকানাঃ	----- ----- -----
১৩.	টেলিফোন/মোবাইল :	-----
১৪.	ই-মেইলঃ	-----
১৪.	ভ্যাট নিবন্ধন নম্বর (যদি থাকে) :	-----

করদাতার আয় বিবরণী

----- তারিখে সমাপ্ত আয় বৎসরের আয়ের বিবরণী

ক্রমিক নং	আয়ের বিবরণী	টাকার পরিমাণ
১	বেতনাদি : ধারা ২১ অনুযায়ী (তফসিল ১ অনুসারে)	
২	নিরাপত্তা জামানতের উপর সুদ : ধারা ২২ অনুযায়ী	
৩	গৃহ সম্পত্তির আয় : ধারা ২৪ অনুযায়ী (তফসিল ২ অনুসারে)	
৪	কৃষি আয় : ধারা ২৬ অনুযায়ী	
৫	ব্যবসা বা পেশার আয়: ধারা ২৮ অনুযায়ী	
৬	ফার্মের আয়ের অংশ :	
৭	প্রযোজ্য ক্ষেত্রে স্বামী/স্ত্রী বা অপ্রাপ্ত বয়স্ক সন্তানের আয় : ধারা ৪৩(৪) অনুযায়ী	
৮	মূলধনী লাভ : ধারা ৩১ অনুযায়ী	
৯	অন্যান্য উৎস হতে আয় : ধারা ৩৩ অনুযায়ী	
১০	মোট (ক্রমিক নং ১ হতে ৯)	
১১	বিদেশ থেকে আয় :	
১২	মোট আয় (ক্রমিক নং ১০ এবং ১১)	
১৩	মোট আয়ের উপর আরোপযোগ্য আয়কর	
১৪	কর রেয়াত : ধারা ৪৪(২)(বি) অনুযায়ী (তফসিল ৩ অনুসারে)	
১৫	প্রদেয় কর (ক্রমিক নং ১৩ ও ১৪ এর পার্থক্য)	
১৬	পরিশোধিত কর : (ক) উৎস হতে কর্তৃত/সংগৃহীত কর : (প্রমাণ্য দলিলপত্র/বিবরণী সংযুক্ত করুন) টাকা----- (খ) ধারা ৬৪/৬৮ অনুযায়ী প্রদত্ত অগ্রিম কর (চালান সংযুক্ত করুন) টাকা----- (গ) এই রিটার্নের ভিত্তিতে প্রদত্ত কর (ধারা ৭৪) অনুযায়ী (চালান/পে-অর্ডার/ব্যাংক ড্রাফট/চেক সংযুক্ত করুন) টাকা----- (ঘ) প্রত্যর্পনযোগ্য করের সমন্বয় (যদি থাকে) টাকা----- মোট (ক), (খ), (গ) ও (ঘ) ।	-
১৭	ক্রমিক নং ১৫ ও ১৬ নং এর পার্থক্য (যদি থাকে)	টাকা-----
১৮	কর অব্যাহতিপ্রাপ্ত ও করমুক্ত আয়ের পরিমাণ	টাকা-----
১৯	পূর্ববর্তী কর বৎসরে প্রদত্ত আয়কর	টাকা-----

\* বিস্তারিত বিবরণাদির জন্য বা প্রয়োজনে পৃথক কাগজ ব্যবহার করুন ।

প্রতিপাদন

আমি----- পিতা/স্বামী -----

টিআইএনঃ  সজ্ঞানে ঘোষণা করছি যে, এ রিটার্ন এবং বিবরণী ও সংযুক্ত প্রমাণাদিতে প্রদত্ত তথ্য আমার বিশ্বাস ও জানামতে সঠিক ও সম্পূর্ণ ।

স্বাক্ষর

স্থানঃ -----

(স্পষ্টাক্ষরে নাম)

তারিখঃ -----

পদবী ও

সীল মোহর (ব্যক্তি না হলে)



আইটি-১০ বি

পরিসম্পদ ও দায় বিবরণী (-----)

করদাতার নাম

টিআইএনঃ

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১. (ক) ব্যবসার পুঁজি (মূলধনের জের) টাকা -----  
(খ) পরিচালক হিসাবে লিমিটেড কোম্পানীতে শেয়ার বিনিয়োগ (ক্রয় মূল্য) টাকা -----  
কোম্পানীর নাম শেয়ারের সংখ্যা
২. অ-কৃষি সম্পত্তি (আইন সম্মত ব্যয়সহ অর্জন/ক্রয় মূল্য) : টাকা -----  
জমি/গৃহ সম্পত্তি (সম্পত্তির বিবরণ ও অবস্থান)
৩. কৃষি সম্পত্তি (আইন সম্মত ব্যয়সহ অর্জন/ক্রয় মূল্য) : টাকা -----  
জমি (মোট জমির পরিমাণ ও জমির অবস্থান)
৪. বিনিয়োগঃ  
(ক) শেয়ার/ডিবেন্ডার/সঞ্চয়পত্র/সঞ্চয় স্কীম টাকা -----  
(খ) ঋণ প্রদান টাকা -----  
(গ) অন্যান্য বিনিয়োগ টাকা -----  
মোট = টাকা -----
৫. মোটরযান (ক্রয়মূল্য) টাকা -----  
মোটর যানের প্রকৃতি ও রেজিস্ট্রেশন নম্বর টাকা -----
৬. ব্যবসা বহির্ভূত অর্থ সম্পদ টাকা -----  
(নগদ, ব্যাংক ও অন্যান্য) মোট = টাকা -----  
মোট পরিসম্পদ টাকা -----
৭. বাদঃ ঋণ ও দায় টাকা -----  
মোট দায় = টাকা -----
৮. এই আয় বৎসরের শেষ তারিখের নীট সম্পদ (মোট পরিসম্পদ হতে মোট দায়ের বিয়োগফল) টাকা -----
৯. বিগত আয় বৎসরের শেষ তারিখের নীট সম্পদ টাকা -----
১০. ব্যক্তিগত ও পারিবারিক ব্যয় : টাকা -----  
পরিবারের নির্ভরশীল সদস্য সংখ্যা :  

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 পূর্ণ বয়স্ক 

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 শিশু

আমি বিশ্বস্ততার সাথে ঘোষণা করছি যে, আমার জ্ঞান ও বিশ্বাস মতে আইটি-১০বি তে প্রদত্ত তথ্য সঠিক ও সম্পূর্ণ।

করদাতার নাম ও স্বাক্ষর  
তারিখঃ -----

\* বিস্তারিত তথ্যের জন্য প্রয়োজনীয় সনদ/বিবরণী রিটার্নের সাথে দাখিল করুন।



আয়কর রিটার্ন প্রাপ্তি স্বীকার পত্র

করদাতার নামঃ ----- কর বৎসরঃ-----

টিআইএনঃ 

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 সার্কেল----- কর অঞ্চল-----

রিটার্নে প্রদর্শিত মোট আয়ঃ টাকা ----- পরিশোধিত কর : -----

করদাতার নীট সম্পদ : টাকা-----

আয়কর রিটার্ন গ্রহণের তারিখ : ----- রিটার্ন রেজিস্টারের ক্রমিক নং-----

আয় বিবরণীর প্রকৃতি :  সার্বজনীন স্বনির্ধারণী  সাধারণ

গ্রহণকারী কর্মকর্তার স্বাক্ষর ও সীল



## 8.14 Bangladesh Railway

In respect of the communication system of the country, the role of the railway is historical and it carries importance. But unfortunately it is true that complaints on various irregularities corruptions are lodged with the Commission including illegal occupancy of vast property of Railway, recruitments for Railway, purchases and procurements, wilful damages of valuable properties, and so on. News of the like often appears in the newspapers too. Taking into overall consideration, the business process reengineering is felt needed to control the corruption in the department of Railway. In this context, to redress corruption, the Commission has identified some potential sources of corruption-irregularities, and compiled some recommendations to redress them. The Commission holds the view that positive improvement of the indicators of good governance in Railway may take place if the said recommendations could be materialized.

### 8.14.1 Sources of Corruption

- (1) Irregularities and corruption are alleged to occur in course of lease/transfer processing of vast properties under Bangladesh Railway (Eastern) Chittagong and (Western) Rajshahi-
  - (A) Many ponds/water reservoirs of Railway are leased out in defiance of due process. Resultantly the government revenues are not properly realized.
  - (B) In collusion with those concerned with Railway, structures are allowed to be constructed on the land of Railway, and thereby the officers and staffs of Railway allegedly become personally benefitted.
  - (C) Railway has lost possession of hundreds of acres of land owing to lack of specific work plans, proper supervision and monitoring activities. Moreover, many officers/ staffs of Railway have illegally possessed vast estates of Railway and constructed residences and other structures on those estates.
- (2) Irregularities and corruption are alleged to occur in purchase/procurement of wagons, coach, locomotives, Diesel Electric Multiple Unit (DMU) under railway.
- (3) Irregularities and corruption are alleged to take place in replacement works and modernization process of signalling system under different sections of Railway.
- (4) Irregularities and corruption are alleged to occur in construction of double line, single line dual gauge tracks.
- (5) Corruption as regards works pertaining to acquisitions of land for Railway allegedly occurs.
- (6) It is alleged that Financial losses are caused to the government by extensive irregularities and corruption committed in sale of machinery parts of BG and MG passenger carriages through rehabilitation auctioning process conducted by Bangladesh Railway DS/factory, Saidpur, Nilphamari, Bangladesh Railway Western Zone, Pakshi, Bangladesh Railway Dhaka, Bangladesh Railway Lalmonirhat and Bangladesh Railway Pahartali, Chittagong. Hefty amount of money is misappropriated by not properly giving out to Balast line, and not replacing the machinery parts as needed.
- (7) Irregularities and corruption are caused to occur by importing machinery and machinery spares instead of producing them in local railway workshops. Furthermore, it is alleged that financial loss to the government Govt. is caused by keeping the Bangladesh Railway slippers factory inoperative.
- (8) It is alleged that black marketing takes place in sales of railway tickets and the Railway staffs are involved with this process. As a result the general passengers suffer by the activities of some brokers who in connivance with Bangladesh Railway staffs create artificial crisis in the availability of tickets for intercity trains by purchasing a large number of such tickets well in advance.

- (9) It is alleged that corruption occurs in leasing out the passenger trains, and general train passengers are deprived of getting desired services from the railway officers and staffs on duty.
- (10) It is alleged that the foods provided and sold in intercity and other trains are of low quality and not conducive to public health. Moreover, the price of the food provided in the trains is also comparatively high. In this respect, there is a lack of appropriate supervision and monitoring.

#### **8.14.2 Recommendations by Institutional Team for prevention of corruption**

- (1) Assistance from recruitment specialist organizations (like: IBA, BUET, BMC) may be sought in recruiting personnel against various positions under Bangladesh Railway. Transparency and accountability in every stage of the recruitment process may be ensured in pursuing the digital system, and steps may be taken to conclude the recruitment within a shorter span of time.
- (2) The senior officers/staffs having experience and technical knowledge starting from inviting competitive open tenders /e-tendering to awarding contracts and in project implementations may be assigned with responsibilities for multiple procurements. For appointing the Consulting firms in pursuing the tendering process and compliance of PPR, specialized organizations (BUET/ RUET/ CHUET/ KUET) may be involved.
- (3) Illegally occupied properties of railway need to be brought under own control of Railway after making a list of assets existing in the quarters/residences/office establishments of the officers and staffs of Bangladesh Railway using digital data entry system. If necessary, a panel of efficient lawyers may be formed to take appropriate legal steps in the learned courts and regular monitoring may be done by forming committees comprised of high ranking officials of Bangladesh Railway.
- (4) Besides, a database may be developed to improve the assets management of Bangladesh Railway. By means of this database, a list of illegal occupants of the properties may be prepared and all aggressive drives led by the Magistrates may be launched against them. Later on, a Cell may be set up for the purpose of bringing the recovered properties under own management and keeping under protection.
- (5) Effective steps may be adopted to reactivate the Workshops and sleeper factories of Bangladesh Railway and keep them running effectively.
- (6) By discouraging imports of coaches, the capacity of producing coaches in the own factories of Bangladesh railway may be developed.
- (7) With a view to controlling the monopoly or unitary dominance of the contractors, PPA and PPR may be followed.
- (8) Supervision of constructions of new railway lines/ repair works may be carried out by the specialized organization, such as BUET/CHUET/KUET/RUET/DUET.
- (9) Audit operations may be strengthened and steps need to be taken to dispose of the audit objections expeditiously.
- (10) In compliance with PPR, steps need to be taken to dispose the railway's old goods (iron made) through a high powered committee.
- (11) Measures may be undertaken to apply digital system and keep regular monitoring to prevent black marketing of tickets, so that in no ways such black marketing can take place.



- (12) Honesty, efficiency and great devotion may be considered as standard in cases of promotions and transfers of officers/staff of Bangladesh Railway.
- (13) It has become necessary to go for modernization to enhance passenger services, particularly by ensuring timely movement of trains as per specified schedules, ensuring the security of passengers and transportation of goods and cargoes, procuring adequate compartments, locomotive and wagons, and developing the system of how to keep cleanliness.
- (14) Appropriate supervision system with the leadership of the Director of the concerned train (Guard) need to be there to check whether the foods supplied/sold in the intercity and other trains, conform to quality standard and are healthy. Furthermore, supervision and monitoring system also needs to be there to fix up the prices of foods reasonably-not thinking about profit only that is to oversee what are the prices of which food items so that the passengers can buy the foods at reasonable prices.
- (15) All the activities of Bangladesh Railway may be brought under automation system.

## 8.15 Civil Service Reform Commission

### 8.15.1 Introduction:

The Civil Service in any democratic modern State stays at the core of its Public Administration. An efficient, well organized and dynamic civil service operates as the pivotal strength of public governance. Ideally, as the civil servants must keep themselves ever ready to dispassionately work with their new political masters, so is the civil service- that should also be ever buoyed up for working with and for changes and reforms..

Restructuring, reorganizing, modernizing, transforming, innovating or renovating- all these denote almost the same implications in varying degrees as those of "Reforms". The key reasons for reforms may be to improve the organizational effectiveness, to simplify and streamline the work processes, to re-set the priorities, reduce the cost and for policy integration. Hence, service-orientation, effectiveness and cost-consciousness are the three key attributes of the kind of civil service that the reforms are designed to bring about. This is more appropriately true of what we call as Civil Service Reforms.

### 8.15.2 Brief Background:

The history of civil service in Bangladesh goes years to half a century aback. Similar with many other post-colonial countries the reforms in its civil service had been greatly influenced by its history, tradition and culture. Immediately after the emergence of Bangladesh in 1971, the new government put massive efforts to re-structure the civil service lately inherited from Pakistan since 1947, and to re-orient the state administrations according to its own socio-political values as attuned to the fundamental spirit of our great war of liberation. During 1971-2000, as many as 21 Commissions/Committees/Sub-committee had been constituted to charter out the ways and means toward reforming the civil service and the public administrations. Apart from the formal interventions over the times past, many internal and global dynamics worked as undercurrents to prompt occurrences of structural, systemic and conceptual reforms in the civil service of Bangladesh. Truth is that such reforms palpably or imperceptibly go into happening through multiple processes like global and regional transitions, changes of political powers, development and economic visions, technology driven changes and so on.





### 8.15.3 Why Reforms in Civil Service? Rationale for a permanent Commission

Numerous factors and eventualities may be imputed to diverse reforms in Civil Service in any country. The major and foremost necessities of reforms in Civil Service are:

- Extremely discontented with the systemic rigidities and needless complexities in the administrative management structure, the citizens passionately urge for simplified process and procedures, and the laws, rules, regulations and policies founded on democratic and human values as opposed to red tapism and dominance of process over services;
- Curbing and eradicating corruption to help build integrity oriented and efficient public governance;
- Adapting to and/ or adoption of result based newer or modern public management strategies and systems conducive to harmonious work culture, innovations and operational dynamism;
- Gradual and incremental devolution of powers and functions as opposed to over-centralization in the policies, decision-making process and irrational structure of hierarchy in administration;
- Balanced approach to free up the development administration from the clutches of regulatory rigidities to help accelerate socio-economic advancements for better and greater wellbeing of the citizens;
- Meritocracy oriented HR policy, efficient recruitment and applied system to populate the civil service with pools of talents;
- Strategic training policies for catering to the changing needs and demands to elevate the quality of the civil service up and up to excellence;
- Adaptabilities to changing and more rational norms of political and democratic philosophies to counter balance between the supremacy of parliamentary oversight and integrity in public administration.

Given the objectives and necessities stated above - though not exhaustive and limited to, the ever changing scenarios and virtual realities in the politics warrant the State intervention for creation of a permanent Reforms Commission Civil Service Commission for any democratic country- and so is for the Republic of Bangladesh.

The proposed permanent Civil Service Reforms Commission may be exclusively dedicated to

- a) Promote transparency, efficiency, accountability, effectiveness, business process re-engineering, quality of public services, dynamism in administration, devolution of powers, institutional and systemic liberalization to attract investments and sustain the pace of development;
- b) Strengthen the local governments, prevent corruption, eliminate inter se disparity of the public servants and inter-cadre discriminations; and
- c) Promote the parliamentary oversight over the Executive, and strengthen the roles of the watch-dog institutions in alignment with the pertinent laws and the fundamental tenets of the State Constitution.

### 8.15.4 Functions of the Commission

The following may be major functions of the Permanent Civil Service Reforms Commission:

Aiming at improving the quality and effectiveness of Civil Service of the country, the Permanent Civil Service Reforms Commission may be vested with the following functional mandates:

- Policy advising to the Government on all basic and major aspects of civil service including recruitment and hiring, capacity building and training, career planning, domain expertise, transparency, accountability, inclusiveness, equity, etc.
- To advise the Government to enact new legislations and amend the existing legal structures;



- To oversight the turns and trends of Civil Service of the country and recommend counter measures to aver degeneracy observed or apprehended in any forms;
- To carry out studies and researches periodically and recommend measures to identify problems and challenges of Civil Service and recommend counter measures,
- To review the demands of time and recommend on structural and functional reforms of public and local government institutions accordingly;
- To recommend on how public-private organizations may be integrated into a main stream to promote citizen-centric public administration.
- Any other functions as may be assigned by the Parliament or the government from time to time for greater public interest.

### **8.15.5 Powers of the Commission:**

The government may initiate to enact a law like “The Permanent Civil Service Reforms Commission Act” to confer the following powers to the Commission:

1. Absolute independence in decision making and in discharge of mandated functions;
2. Accountable only to the Parliament and the President of the People’s Republic of Bangladesh;
3. The Chairman and the Commissioners may be appointed by the President of the People’s Republic of Bangladesh for a tenure of 5 (five) years;
4. The Commission may have the power to inspect any public or private offices / organizations and/or have unrestricted access to any records, documents and other sources of information subject to provisions of the Right to Information Act, 2009;
5. The Commission may have the power to follow up the implementation of the recommendations of the Commission;
6. In case any recommendation of the Commission could not be implemented, the Commission may have the power to secure to its satisfaction explanations to that effect from the government or the competent authorities concerned;
7. The Commission may also work as the Permanent Pay Commission too subject to the TOR to be determined by the government as and when required.

### **8.15.6 Functional sectors of the Commission:**

The Commission may broadly be dedicated to reformative interventions across the following sectors broadly covering functional areas of all the cadres (currently 26) of Bangladesh Civil Service :

1. Public Administration
2. Economy and Development
3. Education and Social Services
4. Health and Environment
5. Communications, Engineering & Technology
6. Finance, Accounts & Audit



7. Law, National Strategies and Policies
8. State safety and public Security
9. International Relations; and
10. Planning and Innovations

### **8.15.7 Organizational Structure of the Commission:**

- a. The Commission may be headed by one Chairman and may consist of five Commissioners; The President may appoint the Chairman in the manners as deemed appropriate to his wisdom.
- b. All the ten sectors may be clustered into five units of the Commission and the five Commissioners may be assigned with the charge of each Unit.
- c. Legal protection should be provided in the proposed “Permanent Civil Service Commission Act” to the effect that no action or proceeding of the Commission shall be deemed illegal on the grounds of a vacancy in the position of any Commissioner or any defect in constituting the Commission nor should this be questioned in a court of law;
- d. For each functional sector, one Director General may be put in charge totaling 10 Director Generals in all within the organizational set-up.
- e. One Secretary may be placed directly under the administrative control of the Chairman, who will be principally responsible for the internal administration of the Commission.

### **8.15.8 Formation of Committee of Experts**

The brief narrative and propositions set forth above are intended just to provide the basic outlines for a Permanent Civil Service Reforms Commission. But given the existing context and status of Civil Service in Bangladesh, vision of emerging and long term needs and concerns of the upcoming days, one “Committee of Experts” may be constituted by the government to conduct a comprehensive and analytical study into the structural, administrative, functional and legal frameworks and more so, that may go into making a dynamic and full-fledged Commission. Accordingly the “Committee of Experts” may submit its Report with more elaborative recommendations to the government. The Government may place the Report to the Parliament to undergo the due process for approval leading to enactment of a law to bring the Commission into a statutory entity of an independent Institution.

### **8.16 Miscellaneous Recommendations**

- 8.16.1** In the leasing companies, non-banking financial Institutes, Cooperative banks as operated under Cooperative law, and multi-level marketing (MLM) companies, huge volume of financial transactions take place out of the periphery of banking channels. Most often the ACC receives the allegations to the effect that transactions of money beyond known sources of incomes come about across these organizations. The enquiries conducted by the ACC reveal the truth thereof. These sectors have also got infested with multi-dimensional corruptions. The ACC considers it expedient to set up institutional arrangements so as to report mandatorily to the authorities concerned about the sources of the money received from the clients for the sake of transparency and accountability of these organizations. In this context, Bangladesh Bank, Rural Development and Cooperative Division and the Ministry of Commerce may mull over to jointly promulgate a Policy or Circular so that no transactions of money beyond known sources of income can be carried out.



- 8.16.2** For the sake of sustainable development, there lies no better alternative to quality education. Ensuring inclusive and equity-based education is the Universal responsibility of the State. Without quality education, it is extremely tough to curb all forms of immoralities including corruptions. Under this context, in bid to promote quality education, the existing pass mark of 33 per cent may be up scaled to 50 per cent for the students up to the twelfth grade. Moreover, there is no better option other than quality teachers for quality education. The teachers at the primary and secondary levels play the most crucial roles. As such, training for the teachers at primary and secondary stages may be organized in regular and systematic manners under the purview of specified Policy. With a view to implementing this program, region-based panels of training experts need to be built up. The policy ought to incorporate provisions to evaluate the training performance in favour of their subsequent promotions and placements. Besides, realistic career planning needs to be traced out for the teachers at primary and secondary levels so as to encourage the talented ones to join the profession of teaching. The primary and secondary educations must be based on technology and science, and the higher education shall be research-based.
- 8.16.3** Aiming at prevention and control of corruption and pursuant to the rules and regulations of the ACC Act, the ACC since 2016, has been placing a host of recommendations for the systemic reforms in the working processes of different Ministries and Divisions or their subordinate departments or agencies. But indeed the Ministries or Divisions concerned do not appear to have taken up any remarkable measures to implement those recommendations so far. The Commission maintains the view that for alleviation of the corruption and harassments, which are going prevalent in the delivery process of public services, there is no better alternative to systemic reforms. The Commission believes, the systemic anomalies, corruption and dillydallying in those organizations, may be mitigated at least marginally if after review and analysis, those recommendations could be implemented. The Cabinet Division, being already responsible for the matters concerning the ACC and for inter-ministerial coordination, may be assigned with the responsibilities of implementation and monitoring of those recommendations.
- 8.16.4** The core centers for securing services from the Police are the “Thanas” (Police stations). The police officers in the rank of Inspector are substantively discharging the duties of the “Officers-in-Charge” of these Police stations. Complaints are quite often heard to the effect that common people do not get the services from the Thana to the expected extent. As apart, different Cadre officers of Bangladesh Civil Service are performing their duties in most of the offices at Upazila level. In this context, arrangements may be initiated to put an Assistant Police Super or an Additional Police Super belonging to Bangladesh Civil Service (Police) Cadre, to the position of “Officer-in-Charge” of the Police station. In this respect, recommendations from the Commission were placed past also more than once.
- 8.16.5** The Article 77(1) of the Constitution of the People’s Republic of Bangladesh has incorporated the provision for establishing the position of Ombudsman. The Article 77(2) of the Constitution provides Constitutional arrangements for the Ombudsman including conferring powers to conduct investigations into any actions of any ministry, public servant or Public Authorities. Although 50 years have already elapsed, this Constitutional commitment lies yet to be implemented. The Ombudsman can play a significant role to promote good governance, that is, to ensure transparency and accountability in the State management. In this context, this has become incumbent to establish the position of Ombudsman in the country.
- 8.16.6** Only after conduct of written examinations and viva-voce tests by the Public Service Commission, based on well specified syllabus, it seems realistically worthwhile to award promotions to the public employees against all the positions of grade-9 and above. The Anti- Corruption Commission has already executed the arrangement for promotions in rigidly pursuing the system of examinations.

- 8.16.7** The corruption related to much talked about postings and placements, may be bridled back by operating the transfers and placements in pursuit of well specified Policies for the servants of the Republic. Moreover, placement of the officers of all the Cadres of Bangladesh Civil Service, at the Upazila level to work at least for two years, should be made mandatory. They, in the way, may be able to realise and prevent the problems which, caused by corruption, the citizens often encounter at the grass root level in their efforts to receive the public services. This process will help engender the sense of empathy and dutifulness in the mindset of the new officials. As such the base of the Public Administration will be deeply anchored.
- 8.16.8** To meet the needs of the time, initiatives to update the existing Public Procurement Act and Public Procurement Rules seem expedient. Because a pretty number of incidents of procurement related corruption have occurred while the existing Act goes already in force. In some cases the Anti-Corruption Commission has lodged cases also with the Courts. In this context, the flaws and lapses of the public procurement procedures may be unearthed and addressed fast by forming and employing a Panel of related Experts. This Panel should be inclusive one. It must include the representatives from the organizations and agencies, which have got wider involvements with the procurements of the country. It is strongly felt that after holding the minutely screening analysis of each of the stages starting from procurement move to the termination of the task of procurement including the bidding notification or other modes of publicity, revision needs to be done into the Public Procurement Act, Rules and the operations of e-GP systems to the extent of being by itself auto-serving with accountability.
- 8.16.9** According to the Constitution of the People's Republic of Bangladesh, it is the Constitutional obligation of the Comptroller and Auditor-General to conduct audits of the public accounts of the Republic, all judicial courts, Public Authorities and of the public servants. Auditing plays a significant role to ensure financial transparency and accountability of the country. In Bangladesh, auditing is carried out through Compliance Audit while financial and performance audits are also done to a limited scale. The biggest problem of audit operation is unusual delay in submitting the report although the audit had been done long before. Consequently, for practical reasons innumerable audit objections are coming up, and conversely those objections cannot be disposed owing to aforesaid unusual delay. Resultantly, the purpose of auditing is thwarted. So, the reporting of audit operation for a financial year desirably needs to be completed by any means within next successive financial year. Rules may be enacted to the effect that under no circumstances the Accounts Officer shall make any payment against any public accounts bill until jointly endorsed verifications are done.





# ***CHAPTER 9***

## **Conclusion**





## CONCLUSION

As a Statutory Institution it goes incumbent upon the Anti-Corruption Commission, to abide by each of the provisions of the Anti-Corruption Commission Act, 2004. In compliance with the enactment, this year also, like that in other years, the annual report of the Commission, has been prepared. This bilingual report has encompassed the remarkable information, statistics, explanations, analysis, action plan, recommendations, photographs, etc. of a host of activities executed by the Commission through the preceding year. In the report, it has been endeavoured to present the real scenario of the gargantuan gamut of the Commission's activities. The activities of each Wing of the Commission have been incorporated in a fairly coordinated manner.

In her economic expedition, Bangladesh has achieved enviable success. Not only in economy, the achievements of Bangladesh have been globally acclaimed but also in respect of multiple social indicators too notably child mortality, maternal mortality, average life expectancy, and so on. To continue the success, honesty and integrity must be established through eradicating corruption and irregularities in all spheres of the state.

Corruption itself is considered as the major roadblock to socio-economic advancement of Bangladesh. But the reality tells corruption is such an offence which disrupts all forms of developments. The main impediment to sustainable development is the corruption. The essence of the Goal-16 of the UN declared Sustainable Development Goals, is like: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". From this what realization can emanate is that it is not possible to build accountable institutions without eliminating corruption.

Corruption is viewed as a global problem. Because all countries including the developed, developing and under developed, are infested with corruption. However, variances consist in degrees. Corruption deprives the people of the benefits of democracy and the Rule of Law. By that way infringements of human rights take place, market management gets distorted and organized crimes go on increase. The impact of corruption in developing countries cuts severely deeper. It gradually eats up the economic vigour of the State. Aiming to curb such an all-engulfing crime, the Anti-Corruption Commission of Bangladesh is dedicated to carry out multifarious activities unremittingly. In pursuing the existing laws, rules and regulations the Commission is co-ordinately discharging its own responsibilities to combat, control and prevent corruption, and to promote the social values against corruption.

With a view to resist corruption prior to it occurs, the Commission regularly launches numerous preventive operations. Consequent upon these operations it became possible in several cases, to avert corruption before it could be committed. Public properties have been recovered, uncounted citizens have received their expected services free from harassments, and the service providing offices have become responsive. Measures are being taken for enquiry instantly after occurrence of corruption. Cases are being lodged against the criminals. They are being placed at the disposal of law for cognizance. That means activities on prevention; enquiry, investigation and prosecution are being conducted dispassionately assigning equal importance. Moreover, interactions are roused between government officials and service seeking people by means of activities like public hearings. Resultantly, the government officials are getting locally obliged to be accountable, and conversely the citizens are growing sensitized about their rights. Above all, the public awareness at grass root level against corruption is growing incrementally.

Various programs are being implemented to raise the values of honesty and dedication in the society through the Corruption Prevention Committees composed of citizens of clean images, and formed at city, metropolitan city, district, upazila and union levels to launch the Commission's own outreach programs. Not only with adult citizens, but also with the youths especially with the students of the educational institutions of secondary level that every year debate contest, essay competition and variety of cultural events are organized. Starting from the villages, these



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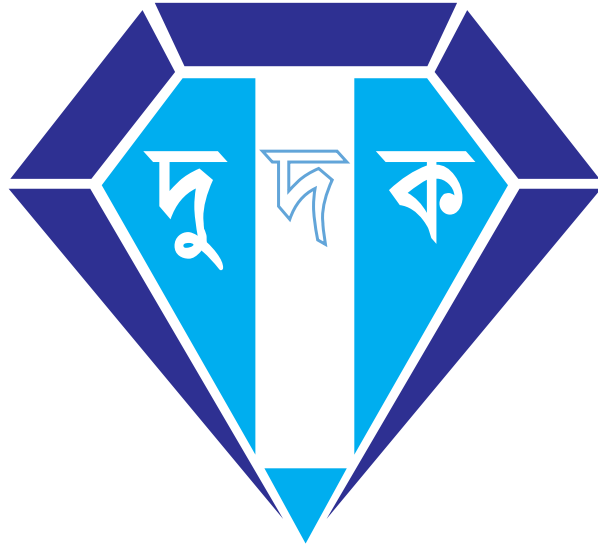
programs are being conducted and continued up to the educational institutions of the capital of the country. It is the youths who will flare up against corruption. It is the child who will hold the father back from getting immersed into the muddiness of corruption. With this expectation, the Commission is bent upon working on long term operational Strategy.

Despite that the time is yet to come to affirm that corruption has decreased on a par with people's desire. But truth is that the perception of impunity from the law has been possibly shaken off. The pattern of mentality to conceive oneself being above law has changed.

Nevertheless, the reality goes like that given with limited resources, it is perplexing for the ACC as a single institution to control a multi-dimensional criminal offence like corruption. The Commission expects that vehement resistance shall dash from every layer of the society to curb corruption. The teachers-students, media, civil society, bureaucracy, politicians, professionals- all must co-ordinately come forward from their respective positions against corruption. The filthy culture of corruption must come to an end. An immaculate society will be built up with perfectly clean humans to live in. The constitutional pledges will turn into realities- when the State shall seal off all the ways of enjoying unearned income. On getting rid of the gloom of the night of darkness, Bangladesh will be illumed with dazzling radiance around.

The sources of corruption mentioned in this Report are not by any means intended to undermine the departments and agencies concerned. Fragmentary scenarios of corruption have rather been presented in very narrow perspectives in view of the complaints received by ACC, reports or news published in the Newspapers, analysis of the findings of multiple researches and above all in consideration of the public perception. And in upholding the public perception toward prevention of corruption, few recommendations have been put forth, which, if deemed rational, may be implemented within the existing legal framework and the Rules made there under.

দুর্নীতি দমন কমিশন





# ***CHAPTER 10***

## **Photo Gallery**





মহামান্য রাষ্ট্রপতি মো. আবদুল হামিদ-এর নিকট ২০১৮ সালের দুর্নীতি দমন কমিশনের বার্ষিক প্রতিবেদন তুলে দিচ্ছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ। এসময় তাঁর সঙ্গে রয়েছেন দুদক কমিশনার ড. মো. মোজাম্মেল হক খান, এ এফ এম আমিনুল ইসলাম ও সচিব মুহাম্মাদ দিলোয়ার বখ্ত।



জাতীয় অধ্যাপক আনিসুজ্জামানের হাতে বিশেষ সম্মাননা স্মারক তুলে দিচ্ছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ।



সম্মাননা প্রদান ও সাংস্কৃতিক অনুষ্ঠানে বক্তব্য রাখছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ।



বিতর্ক প্রতিযোগিতায় বিজয়ী শিক্ষার্থীকে পুরস্কার প্রদান করছেন তত্ত্বাবধায়ক সরকারের সাবেক উপদেষ্টা রাশেদা কে চৌধুরী।



সম্মাননা প্রদান ও সাংস্কৃতিক অনুষ্ঠান।



কলেজ ও বিশ্ববিদ্যালয়ের ছাত্র-ছাত্রীদের সাথে মতবিনিময় সভা।



ন্যাশনাল স্ট্র্যাটেজি ফর প্রিভেনশন অব মানিলান্ডারিং এন্ড কমব্যাটিং অব টেরোরিজম-২০১৯-২০২০ শীর্ষক সেমিনারে বক্তব্য রাখছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ।



কমিশনের বৈঠকে বক্তব্য রাখছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ। তার সঙ্গে রয়েছেন দুদক কমিশনার ড. মো. মোজাম্মেল হক খান ও এএফএম আমিনুল ইসলাম।



গণমাধ্যম প্রতিনিধিদের সাথে কমিশনের মতবিনিময়।



দুদকের ছাদ-বাগান দেখছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ ও বিশিষ্ট গণমাধ্যম ব্যক্তিত্ব শাইখ সিরাজসহ অন্যরা।



ইউএনডিপি'র প্রতিনিধি ফেলিয়াট ম্যাটসেজা'র সঙ্গে আলোচনা করছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ।



দুদকের বিতর্ক প্রতিযোগিতার অংশবিশেষ।



জাতির পিতা বঙ্গবন্ধু শেখ মুজিবুর রহমানের ৪৪তম শাহাদত বার্ষিকীতে বিশেষ মুনাজাত।



মার্কিন যুক্তরাষ্ট্রের ডিপার্টমেন্ট অব জাস্টিস এর প্রতিনিধি এপিক উপাস্কার সাথে মতবিনিময় করছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ।



পাবনায় গণশুনানিতে বক্তব্য রাখছেন দুদক কমিশনার এএফএম আমিনুল ইসলাম।



সুশীল সমাজের প্রতিনিধিদের সঙ্গে মতবিনিময় সভায় বক্তব্য রাখছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ।



গণশুনানিতে বক্তব্য রাখছেন দুদক কমিশনার ড. মোঃ মোজাম্মেল হক খান।



দুদক অভিযোগকেন্দ্র-১০৬ এ অভিযোগের ভিত্তিতে তাৎক্ষণিক অভিযান।



আন্তর্জাতিক দুর্নীতিবিরোধী দিবস উপলক্ষে বক্তব্য রাখছেন দুদক চেয়ারম্যান ইকবাল মাহমুদ।



নারায়নগঞ্জ গণশুনানিতে বক্তব্য রাখছেন দুদক কমিশনার ড. মোঃ মোজাম্মেল হক খান।



রাজশাহী গণশুনানিতে বক্তব্য রাখছেন দুদক কমিশনার ড. মোঃ মোজাম্মেল হক খান।



বিতর্ক প্রতিযোগিতায় বিজয়ীদের মাঝে পুরস্কার বিতরণ।



দুদক অভিযোগকেন্দ্র-১০৬ এ অভিযোগের ভিত্তিতে তাৎক্ষণিক অভিযান।



শ্রেষ্ঠ মহানগর/জেলা ও উপজেলা দুর্নীতি প্রতিরোধ কমিটির পুরস্কার প্রদান অনুষ্ঠান উদ্বোধন করেন দুদক কমিশনার এ.এফ.এম আমিনুল ইসলাম।



রাজশাহী গণশুনানিতে বক্তব্য রাখছেন  
দুদক কমিশনার ড. মোঃ মোজাম্মেল হক খান।



গণশুনানিতে উপস্থিত দর্শকবৃন্দ।



বিতর্ক প্রতিযোগিতায় বক্তব্য রাখছেন একজন প্রতিযোগী।



দুদকের বিতর্ক প্রতিযোগিতায় অংশগ্রহণকারী।



আন্তর্জাতিক দুর্নীতিবিরোধী দিবস ২০১৯-এর মানবন্ধন



সিলেট শ্রেষ্ঠ মহানগর/জেলা ও উপজেলা দুর্নীতি প্রতিরোধ কমিটির  
পুরস্কার প্রদান করেন দুদক কমিশনার এ.এফ.এম আমিনুল ইসলাম।





আবুধাবিতে অনুষ্ঠিত সেমিনারে  
দুদক চেয়ারম্যানসহ অন্যান্য উর্ধ্বতন কর্মকর্তাবৃন্দ।



আবুধাবিতে ইউএনওডিসি'র দক্ষিণ এশিয়া বিষয়ক আঞ্চলিক পরিচালক  
জোরানা মার্কোভিস এর সাথে আলোচনা করছেন  
দুদক চেয়ারম্যান ইকবাল মাহমুদ।



নেত্রকোনা গণশুনানিতে বক্তব্য রাখছেন  
দুদক কমিশনার এএফএম আমিনুল ইসলাম।



পটুয়াখালী গণশুনানিতে বক্তব্য রাখছেন  
দুদক কমিশনার ড. মোঃ মোজাম্মেল হক খান।



সিলেট শ্রেষ্ঠ মহানগর/জেলা এবং উপজেলা দুর্নীতি প্রতিরোধ কমিটির  
সদস্যদের মাঝে পুরস্কা বিতরণ অনুষ্ঠানে বক্তব্য রাখছেন কমিশনের  
সচিব মুহাম্মদ দিলোয়ার বখ্ত।



সততার সংঘ শিক্ষার্থীদের সঙ্গে দুদক কমিশনার।

