



# Technical Assistance Report

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Project Number: 37017  
December 2005

## Technical Assistance People's Republic of Bangladesh: Supporting Good Governance Initiatives II (Cofinanced by the Japan Special Fund and TASF)

Asian Development Bank

## CURRENCY EQUIVALENTS

(as of 14 November 2005)

Currency Unit	–	taka (Tk)
Tk1.00	=	\$0.01521
\$1.00	=	Tk65.74

## ABBREVIATIONS

ACC	–	Anticorruption Commission
ADB	–	Asian Development Bank
ADTA	–	advisory technical assistance
BAC	–	Bureau of Anticorruption
TA	–	technical assistance
TAMU	–	technical assistance management unit
TASF	–	Technical Assistance Special Fund

## TECHNICAL ASSISTANCE CLASSIFICATION

<b>Targeting Classification</b>	–	General intervention
<b>Sector</b>	–	Law, economic management, and public policy
<b>Subsector</b>	–	Law and judiciary
<b>Themes</b>	–	Governance, capacity development
<b>Subtheme</b>	–	Anticorruption

## NOTE

In this report, "\$" refers to US dollars.

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## I. INTRODUCTION

1. The debate on good governance in Bangladesh has centered on corruption. The country persistently ranks low in international corruption perception surveys, and the general consensus within the country and among its development partners is that this is a serious concern that has to be addressed urgently. Corruption directly hinders development and poverty reduction, and thus the Government of Bangladesh (the Government) has made tackling it a key priority and has requested assistance from the Asian Development Bank (ADB).

2. To develop good governance, ADB provided advisory technical assistance (ADTA)<sup>1</sup> in 2003 to support the structural operationalization of the Anticorruption Commission (ACC), including formulating rules for its operations. ADB is also considering project preparatory TA assistance in a parallel area of tackling corruption (focusing on legal and policy provisions, and governance audits and public expenditure tracking surveys in key subsectors). This proposed ADTA will help the Government strengthen ACC so it can better fulfill its statutory mandates.

3. The Government has reviewed the ADTA proposal<sup>2</sup> and has concurred with the project impact, outcome, outputs, implementation arrangements, cost, financing arrangements, and terms of reference. Details are in Appendix 1 (design and monitoring framework).<sup>3</sup>

## II. ISSUES

4. **General.** Corruption is at the forefront of the debate on governance, development, and poverty reduction in Bangladesh. All facets of public life are widely perceived to be affected by corruption.<sup>4</sup> Development partners have emphasized that if the Government “fails to eliminate corruption... and to bring transparency in governance and improve it, it would be difficult for them to continue assisting Bangladesh.”<sup>5</sup> The Government has thus made tackling corruption in the public sector a key priority.<sup>6</sup>

5. **Anticorruption Commission.** A key institutional focus of anticorruption efforts is ACC, which was established in 2004 with the passage of the ACC Act and the appointment of ACC commissioners. ADB has been assisting ACC institutional and structural operationalization (footnote 6).

6. However, the newly established entity has had teething problems, especially in retaining staff from the now defunct Bureau of Anticorruption (BAC), as provided for under section 35(2)

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<sup>1</sup> ADB. 2003. *Technical Assistance to the People's Republic of Bangladesh for Supporting Good Governance Initiatives*. Manila (TA 4140-BAN, R128-03, approved on 10 July 2003).

<sup>2</sup> A Fact-Finding mission visited Dhaka on 9–16 November 2005, to consult with Government officials on the specifications of the ADTA, and on the ADTA measures and costs related to its components.

<sup>3</sup> The TA first appeared in *ADB Business Opportunities* (internet edition) on 2 December 2005.

<sup>4</sup> See, e.g., *The Daily Star*. 2005. Politicians, traders, bureaucrats blamed for corruption: Citizens' Forum Against Corruption Launched. 9 November 9 (p. 3).

<sup>5</sup> See, e.g., *The Daily Star*. 2005. Rout graft, violence to get more assistance: Donors react to govt's plea at PRS Forum. 16 November (p. 1).

<sup>6</sup> The importance of addressing the adverse impact of corruption on economic growth and poverty reduction is a central part of the Government's development strategy (Government of Bangladesh. 2005. *Unlocking the Potential: National Strategy for Accelerated Poverty Reduction*. Dhaka; and ADB. 2005. *Bangladesh CSP 2006–2010*, Manila [paras. 33 and 36]). ADB has stressed that support for such anticorruption efforts is a key focus of its country strategy and program (para. 55). Since 2003, ADB has supported Government anticorruption efforts by starting up ACC through an ADTA (footnote 1); and ADB. 2004. *Technical Assistance to the People's Republic of Bangladesh for Supporting Good Governance Initiatives Proposed Change in Scope and Increase in Technical Assistance Amount*. Manila (TA 4140-BAN, R314-04, approved on 16 December 2004).

of the ACC Act. A major problem stems from (i) ACC's loss of credibility if an unacceptably large number of ex-BAC staff members were to be retained after screening; and (ii) ongoing High Court litigation on the screening process, thus far by screened-out ex-BAC staff, under which the High Court has stayed the screening-out as well as issued a show cause order to ACC on the screening-in. The litigation has meant that ACC cannot be fully operational. It has also highlighted the importance of (i) early submission of an ACC organogram, (ii) early issuance of ACC rules by ACC, and (iii) ACC authorization of an independent committee to review screened-in and screened-out ex-BAC staff.<sup>7</sup>

7. Such human resource problems have been compounded by ACC's lack of capability at two levels. The senior management (class I functional level) is unable to effectively take up delegated managerial aspects of work related to corruption, and the middle management lacks specialized functional skills for day-to-day operational work. Given the paramount importance of strengthening the upper echelons of ACC first (without relying on ex-BAC staff for reasons of public perception and of problems in ex-BAC staff retention after screening), this ADTA focuses on building the capacity of ACC's senior management and middle professionals.

8. ACC also lacks the operational effectiveness to address corruption cases, including inherited backlog<sup>8</sup> from BAC, because it lacks the business process systems and databases to support an appropriate organizational structure.

9. Lessons learned under the current TA on the structural operationalization<sup>9</sup> challenges at ACC (related to its ex-BAC staff screening, and development of an organogram and rules) suggest that meaningful institutional development of ACC is critically dependent on a follow-up capacity-building TA that will patiently pursue result-oriented institutional goals focused on (i) development of a senior and middle management cadre to enable delegated management of operational anticorruption responsibilities, (ii) development of a middle management cadre of professionals with technical and functional skills to enable ACC's operational professional capability, and (iii) preparation of career planning for ACC staff linked to performance indicators and related incentives.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

10. The TA's objective is to help create a more effective and efficient public sector with less corruption and improved public confidence in Government institutions. The TA's outcome is ACC's increased capacity and capability to fulfill its functions—and to contribute to Government anticorruption programs—through skilled human resources, greater clarity of functions, more

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<sup>7</sup> The writ petitions of complainants argue, inter alia, that ACC had (i) formed committees consisting of ex-BAC staff members for the scrutiny process; (ii) employed certain ex-BAC staff members without framing rules under section 35(2) of the ACC Act; (iii) excluded certain ex-BAC staff members from ACC employment without rules and scrutiny criteria; and (iv) not formulated an administrative structure of ACC for posts so that, consequently, appointments could not be made. In a roundtable meeting on 26 September 2005 in Dhaka, ACC, the Cabinet Division, and ADB agreed that an independent placement committee would be authorized within a month. In light of the High Court litigation, it is now proposed that the ambit of such a committee be extended to include screened-in and screened-out ex-BAC staff members.

<sup>8</sup> As of 2004, BAC had 16,000 cases under process, including 8,400 under inquiry, 3,000 under investigation, and 4,500 cases in court.

<sup>9</sup> The structural operationalization process of the ACC encompasses (i) screening of former BAC staff, (ii) development of an ACC organogram, and (iii) development of ACC rules.

streamlined business processes, modern equipment, and better understanding of the context and impact of corruption.

## **B. Methodology and Key Activities**

11. **Principles and Premises.** The TA bases the proposed assistance on the premise that (i) notwithstanding the need for action on multiple fronts to combat corruption in the public sector, concentrated assistance should target ACC; and (ii) given the current stage of anticorruption efforts in the Government in general, and in ACC in particular, the TA needs to target expertise and corruption-specific knowledge at the senior and middle levels of ACC, to ensure that ACC leaders will be more aware of the context of, and thus more enthusiastically support, any anticorruption program.

12. The TA will have two parts: (i) A: strengthening ACC human resources; and (ii) B: strengthening ACC business process systems.

13. **Part A: Strengthening ACC Human Resources.** To address skill and career development issues, the TA will (i) identify the capability and training needs of senior and middle staff members;<sup>10</sup> (ii) based on (i), train selected senior staff members to manage anticorruption strategies and activities (by training the trainers);<sup>11</sup> (iii) based on (i) and (ii), train selected middle staff members to enable ACC's operational technical and professional capability; and (iv) design an institutional action plan based on result-oriented performance indicators for the various ACC functions.<sup>12</sup> Necessary support will also be provided to the Cabinet Division as the executing agency, particularly in its monitoring and supervision system in relation to its work on this ADTA.

14. Performance indicators for different functions will include effectiveness and efficiency measures such as (i) completion rate (percentage of cases completed at a certain point in time), (ii) prosecution rate (percentage of cases that resulted in court or disciplinary action), (iii) conviction rate (percentage of cases prosecuted that resulted in a court conviction), (iv) cycle time taken to complete an investigation according to agreed milestones, and (v) public perception surveys.

15. The result of this intervention is expected to be the development of a critical mass of senior and middle staff members who can better manage ACC's functions.

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<sup>10</sup>The capability plans will look at the nature of the required knowledge, skills, and abilities, as well as the competencies to lead an organization involved in a critical function such as battling corruption. The ACC Act specifies that ACC's mandates and functions are difficult and wide-ranging (e.g., inquire into and investigate offenses and alleged corruption, file and conduct cases, carry out research on corruption, promote honesty and integrity). This requires high staff competency at all levels. Competencies of the senior delegated management ranks mandated with day-to-day operations will need to be aligned with their responsibilities: (i) overall organizational efficiency through workflow between interrelated departments, (ii) formulation of policies and advice to the commissioners, (iii) work in key evaluation and coordination committees, and (iv) deployment of resources.

<sup>11</sup> While the TA proposal cannot at this stage specify which training programs are suitable for senior ACC staff members, examples of relevant training are (i) the 3-week postgraduate certificate course in corruption studies offered by the Hong Kong School of Professional and Continuing Education and run by former personnel from Hong Kong, China's Independent Commission Against Corruption; and (ii) courses offered by the Anticorruption Academy of the Malaysian Anticorruption Agency. The ADTA will also consider the possibility of including lessons from international and regional experiences through visits by specialists from outside Bangladesh.

<sup>12</sup> Without pre-judging the work of the ADTA, the Action Plan will also consider other mechanisms to ensure that the human resource capability of the ACC is suitably enhanced. This could include, for example, the design of non-monetary rewards that might help the retention of good staff in the ACC.

16. **Part B: Strengthening ACC Business Process Systems.** Skill enhancement has to be complemented by business process systems and database development, which will underpin performance management in ACC. The TA will help (i) identify process system and database gaps in ACC management; supervise workflow; and use result-oriented performance indicators for professional staff functions that include investigation; intelligence; surveillance; prevention; prosecution/legal activities;<sup>13</sup> and corporate affairs encompassing internal support functions such as finance, human resource management, information technology management, and premise management; (ii) analyze the gaps in the process system and database for specific functions (systems, facilities, and specialized equipment such as polygraph laboratories, computer forensic equipment, computerized performance indicator systems, and command and control room facilities); and (iii) train staff to use such systems and equipment.

17. The result of this intervention is expected to be improved operational resources and systems at the ACC so that it can better fulfill its functions.

### C. Cost and Financing

18. The TA, estimated at \$937,000 equivalent, includes a foreign exchange cost of \$555,000 and \$382,000 equivalent in local currency cost. ADB will finance \$500,000 on a grant basis from the Japan Special Fund (JSF) funded by the Government of Japan, and \$250,000 on a grant basis from the ADB Technical Assistance Special Fund (TASF). ADB will, thereby, finance the entire foreign exchange cost and \$195,000 equivalent of the TA's local currency cost. The Government will provide a total of \$187,000 equivalent to finance part of the local currency cost to cover counterpart staff, office facilities, administrative support, and other expenses such as for in-country facilitation. The detailed cost estimates and financing plan are in Appendix 2.

### D. Implementation Arrangements

19. The Cabinet Division, a strong central entity, will serve as the Executing Agency for this ADTA (as it does for ADTA 4140-BAN). The advantages include its formal role as the official point of communication between the Government and ACC, and its familiarity with the nature of this work through the ongoing TA.

20. A project steering committee will be chaired by the Cabinet Secretary, with representatives from ACC, ADB, and, for particular meetings, such other stakeholders (including civil society or private sector representatives) as may be agreed to between the Cabinet Division and ADB. The steering committee will meet at least once every 6 weeks, and be mandated to provide policy oversight and guidance for the two ADTA components.

21. Day-to-day project management will be entrusted to a TA Management Unit (TAMU), which will be based at the Cabinet Division. The Unit will constitute a Project Director (an individual from the Cabinet Division of at least the rank of Deputy Secretary) and supported by one or two staff members deputed from ACC. The Unit will also be supported by consultants

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<sup>13</sup> Investigation represents team-based parallel actions involving search, seizure, arrest, and interrogation to prove or disprove corruption. Intelligence represents vital information obtained for investigation and is of two types: (i) strategic intelligence, formulated on the basis of past trends and patterns; and (ii) tactical intelligence, gathered by cultivating agents. Covert surveillance, including physical and electronic, will support intelligence and investigation. Prevention will be done through public education, systems review, and research and policy, including annual reports and public perception surveys. Finally, prosecution/legal activities entail giving legal advice to ACC and prosecute cases in court.

(national and international) and will be responsible for (i) acting as a secretariat to the steering committee, including preparing agendas, discussion notes, and raising implementation issues; (ii) managing TA reporting and the timetable; and (iii) facilitating TA stakeholder consultations.

22. ADB will engage a consulting firm and individual consultants to support the unit. International consultants will be (i) an anticorruption commission organizational development expert (9 person-months), and (ii) an anticorruption commission organizational training needs expert (9 person-months). Domestic consultants will be (i) two anticorruption commission organizational training and development experts (9 person-months each), and (ii) an anticorruption commission process systems expert (10 person-months). All consultants will be selected by ADB in accordance with its *Guidelines on the Use of Consultants* and other arrangements satisfactory to ADB on the engagement of domestic consultants. The simplified technical proposal and quality-based selection procedures will be used (the latter because of the sensitivity of the specialist technical skill requirements). Outline terms of reference for consultancy services are in Appendix 3.

23. ADTA equipment will be procured in accordance with ADB's *Guidelines for Procurement*. Upon completion of the ADTA, the equipment will be retained by the ACC and the Cabinet Division. The ADTA is planned for 12 months, from April 2006 to April 2007.

24. The steering committee will disseminate the results of the ADTA project, and the evaluation results will be posted on the ADB website.

#### **IV. THE PRESIDENT'S DECISION**

25. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance on a grant basis to the Government of Bangladesh in an amount not exceeding the equivalent of \$750,000 for the purpose of the Supporting Good Governance Initiatives II, and hereby reports this action to the Board.

## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets/Indicators	Data Sources/Reporting Mechanisms	Assumptions and Risks
<p><b>Impact</b></p> <p>More effective and efficient public sector with less corruption and improved public confidence in government institutions</p>	<ul style="list-style-type: none"> <li>• Less time taken to detect and effectively deal with corrupt practices</li> <li>• Better public perception of the Anticorruption Commission (ACC)'s fight against corruption</li> <li>• Less time taken for government-to-business processes</li> </ul>	<ul style="list-style-type: none"> <li>• ACC and Government reports</li> <li>• Regular public perception surveys (domestic and international)</li> <li>• Sample survey of firms and companies on the cost of doing business</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Improved performance is necessarily due to project interventions</li> <li>• The Government stays the course on anticorruption policies, plans, and strategies</li> </ul> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li>• The Government is unable to sustain its focus on ACC's work specifically, and on anticorruption programs generally</li> </ul>
<p><b>Outcome</b></p> <p>Increased capacity and capability of ACC to fulfill its functions—and to contribute to Government anticorruption programs—through skilled human resources, clearer functions, more streamlined business processes, modern equipment, and better understanding of the context and impact of corruption</p>	<ul style="list-style-type: none"> <li>• Smaller capacity gaps in ACC</li> <li>• More staff members skilled in anticorruption work and aware of corruption risks and how to deal with them</li> <li>• More efficient staff members (who, for example, take less time to clear cases)</li> <li>• Greater staff commitment to organization</li> </ul>	<ul style="list-style-type: none"> <li>• Regular reports from the Technical Assistance Management Unit (TAMU)</li> <li>• Steering Committee meeting minutes</li> <li>• Survey of staff morale and organizational readiness in ACC</li> <li>• Regular updates on staff and other resources from ACC</li> <li>• Regular reviews by the Cabinet Division and ADB</li> <li>• Feedback from other Government agencies on input from ACC in developing and formulating anticorruption programs</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• The Government is willing to give resources and support to ACC</li> <li>• Staff training is useful in Bangladesh</li> <li>• Staff members will have been adequately skilled and motivated to stem corrupt practices</li> </ul> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li>• ACC may not be able to resolve its recruitment and placement problems speedily</li> </ul>
<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Needs analysis</li> <li>• Capability enhancement and training plans</li> <li>• Business process and systems enhancement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive needs analysis, using rigorous techniques and in consultation with all relevant staff at ACC</li> <li>• Action plan that has practical, realistic, and useful mechanisms to develop organizational capability (human resources and business systems and processes)</li> </ul>	<ul style="list-style-type: none"> <li>• Regular progress reports from consultants on the needs analysis</li> <li>• Feedback from ACC on how useful the plans have been in enhancing capability</li> <li>• Feedback from participants on usefulness of training, and how they plan to use the expertise gained</li> <li>• Review of work done by those trained, to assess whether the training has enhanced their skills</li> <li>• Steering Committee meeting minutes, and discussions on problems</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Needs analysis of ACC is rigorous</li> <li>• Plans for enhancing capability are practical, useful, and tied to the needs specified in the needs analysis</li> <li>• No other mitigating factors minimize the gains of capability enhancement plans</li> </ul> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li>• The capability and systems enhancement plans may not be realistic and practical</li> </ul>

Activities with Milestones	Inputs
<p><b>Finalize needs analysis and training requirements (milestone: analysis and training plan by mid-October 2006)</b></p> <ol style="list-style-type: none"> <li>1.1 Review mandates and functions of ACC (by mid-June 2006)</li> <li>1.2 Design result-oriented performance indicators (by end of July 2006)</li> <li>1.3 Review existing capabilities at senior and middle levels (by mid-September 2006)</li> <li>1.4 Identify gaps and training requirements and ascertain how to enhance skills (by mid-October 2006)</li> <li>1.5 Design an ACC institutional action plan (by April 2007)</li> </ol> <p><b>Train selected senior and middle staff members (milestone: training received by mid-December 2006, with post-training follow-up by mid-March 2007)</b></p> <ol style="list-style-type: none"> <li>2.1 Conduct preparatory work on selection and other arrangements for the training (by end of October 2006)</li> <li>2.2 Make provisions for the training (by mid-December 2006)</li> <li>2.3 Provide post-training follow-up and apply the knowledge (training provided to middle staff by the trained senior staff) (by mid-March 2007)</li> </ol> <p><b>Identify business process systems and database gaps (milestone: analysis by mid-October 2006)</b></p> <ol style="list-style-type: none"> <li>3.1 Review business process systems, database gaps, and gaps in internal support functions (by July 2006)</li> <li>3.2 Develop result-oriented performance indicators (by mid-September 2006)</li> <li>3.3 Ascertain training needs and systems requirements and how to acquire them (by mid-October 2006)</li> </ol> <p><b>Train selected staff members in business process systems and the database (milestone: training received by mid-December 2006)</b></p> <ol style="list-style-type: none"> <li>4.1 Conduct preparatory work on selection and other arrangements for the training (by end of October 2006)</li> <li>4.2 Organize the training (by mid-December 2006)</li> <li>4.3 Provide post-training follow-up and apply the knowledge (by mid-March 2007)</li> </ol> <p><b>Supervise and administer the project:</b></p> <ol style="list-style-type: none"> <li>5.1 Engage consultants for project activities (by mid-May 2006)</li> <li>5.2 Conduct reviews <ul style="list-style-type: none"> <li>- Steering committee (every quarter)</li> <li>- TAMU (every month)</li> <li>- ADB review missions (at least once every quarter)</li> <li>- ADB midterm (by October 2006)</li> </ul> </li> <li>5.3 Prepare and submit reports <ul style="list-style-type: none"> <li>- Inception report (by mid-June 2006)</li> <li>- First interim report (by October 2006)</li> <li>- Second interim report (by end of December 2006)</li> <li>- Draft final report (by March 2007)</li> <li>- Tripartite and final report (by May 2007)</li> </ul> </li> </ol>	<p><b>ADB</b></p> <ul style="list-style-type: none"> <li>• \$750,000</li> <li>• International consultants (18 person-months)</li> <li>• Domestic consultants (28 person-months)</li> <li>• External and internal training, and study tour (\$130,000)</li> <li>• Equipment (\$17,000)</li> <li>• Surveys of ACC staff on needs analysis (\$5,000)</li> <li>• Administrative support for project secretariat (\$5,000)</li> </ul> <p><b>Government (\$187,000)</b></p> <ul style="list-style-type: none"> <li>• Counterpart staff (at the TAMU)</li> <li>• Office accommodation and transport</li> <li>• Administrative services</li> </ul>

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Kunio Senga  
Director General, SARD

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Director, SAGF

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Foreign Exchange	Local Currency	Total Cost
<b>A. Asian Development Bank (ADB) Financing<sup>a</sup></b>			
1. Consultants			
a. Remuneration and Per Diem			
i. International Consultants	378.0	0.0	378.0
ii. Domestic Consultants	0.0	140.0	140.0
b. International and Local Travel	20.0	8.0	28.0
c. Reports and Communications	0.0	5.0	5.0
2. Equipment (Computer, Printer, etc.)	0.0	17.0	17.0
3. Workshops, Training, and Conferences			
a. Post-Graduate Certificate in Corruption Studies	110.0	0.0	110.0
b. Local Train-the-Trainers Courses	0.0	5.0	5.0
4. Study Tour	15.0	0.0	15.0
5. Surveys	0.0	5.0	5.0
6. Representative for Contract Negotiations	5.0	0.0	5.0
7. Miscellaneous Administrative and Support Costs for TA Secretariat	0.0	5.0	5.0
8. Contingencies	27.0	10.0	37.0
<b>Subtotal (A)</b>	<b>555.0</b>	<b>195.0</b>	<b>750.0</b>
<b>B. Government Financing</b>			
1. Office Accommodation and Transport	0.0	70.0	70.0
2. Remuneration and Per Diem of Counterpart Staff	0.0	87.0	87.0
3. Administrative Support	0.0	5.0	5.0
4. Others	0.0	25.0	25.0
<b>Subtotal (B)</b>	<b>0.0</b>	<b>187.0</b>	<b>187.0</b>
<b>Total</b>	<b>555.0</b>	<b>382.0</b>	<b>937.0</b>

<sup>a</sup> \$500,000 financed by the Japan Special Fund, funded by the Government of Japan; and \$250,000 from the TASF

Source: ADB estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. International Consultants

#### 1. **Anticorruption Commission Organizational Development Expert** (9 person-months)

##### 1. The consultant will do the following:

- (i) Review the performance indicators of other such commissions.
- (ii) Review the work requirements (demand and supply) of different Anticorruption (ACC) functions.
- (iii) Conduct an empirical analysis and survey to determine performance indicator targets.
- (iv) Design performance-based indicators for different ACC functions.
- (v) Draft an ACC institutional action plan, including institutional development milestones related to performance indicators and activities.
- (vi) Work with domestic consultants in ensuring that reviews of ACC are realistic and shared with all ACC stakeholders.
- (vii) Help the Cabinet Division in assessing how to strengthen its monitoring and supervision system in relation to its work in this ADTA.
- (viii) Help the TA management unit (TAMU) be effective and efficient.
- (ix) Be responsible for the ADTA consultant team's submissions to the steering committee, Cabinet Division's TAMU, and Asian Development Bank (ADB), including (a) an inception report within 1 month after consulting services start, (b) an interim report within 6 months after consulting services start, (c) a draft final report within 9 months after consulting services start, and (d) a final report pursuant to a tripartite review with the Government, ACC and ADB by the end of consulting services.

#### 2. **Anticorruption Commission Organizational Training Needs Expert** (9 person-months)

##### 2. The consultant will do the following:

- (i) Review the Commission's mandates and functions to ascertain the nature and context of its work.
- (ii) Help determine the knowledge, skills, and abilities needed by ACC senior and middle staff.
- (iii) Analyze gaps in the knowledge, skills, and abilities of staff members, and ascertain how the gaps can be covered and what practical skills can be enhanced.
- (v) Help place staff members in training programs.
- (vi) Lead in collating and disseminating post-training expertise and knowledge across ACC from selected staff members who have been trained.
- (vii) Work with domestic consultants in ensuring the transfer of skills and expertise gained from training programs outside Bangladesh.
- (vii) Ensure that needs analysis of ACC staff members is constantly updated so that they can better position themselves to acquire new skills.
- (viii) Work with domestic consultants in ensuring that ACC reviews are realistic and shared with all ACC stakeholders.

- (ix) Help the TAMU be effective and efficient.

**B. Domestic Consultants**

**1. Two Anticorruption Commission Organizational Training Development Experts (9 person-months each)**

3. The consultants will: (i) work with the Cabinet Division and TAMU to ensure that skill training abroad for ACC officials has a common goal, (ii) design training programs for senior and middle ACC staff members that are suitable for Bangladesh, (iii) provide post-training follow-up to ensure that capability enhancement is continuous and relevant to the work performed, (iv) help disseminate and publicize the ACC institutional action plan, (v) work with international consultants to ensure that training programs and plans abroad are suitable to Bangladesh, (vi) work with ACC to help conduct public anticorruption awareness campaigns, and (vii) help the Cabinet Division and TAMU implement the TA.

**2. Anticorruption Commission Process Systems Expert (10 person-months)**

4. The consultant will: (i) identify gaps in business process systems, databases, and facilities for ACC management supervision of workflow and performance indicators; (ii) identify gaps in business process systems, databases, and facilities for specific ACC functions; (iii) design training programs on systems and databases; (iv) help the TAMU, and other domestic and/or international consultants develop timely needs analysis of and training plans for business process and systems development; (v) work with international consultants to ensure the transfer of skills and expertise gained from training programs on business processes and systems; and (vi) help ACC and the TAMU in their functions.