

## **Towards Reduction of Corruption in Anticorruption Commission : A Study of Policy Strategies for Reform**

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**Abstract:** *This study assess the weaknesses in the ACC Laws/Rules and impediments on way of their enforcement. Corruption has been a constant occurrence of human life. Where there is less accountability, there is more corruption. Unless the ACC is freed from corruption, the other offices are less likely to be thought to be free from this menace. So, effective and efficient ACC with strong rules and transparent mechanisms is inevitable. At present, public administration in Bangladesh is peculiarly opaque. In 1996 Transparency International judged it one of the Jive most corrupt. Transparency and accountability has become an important tool for preventing corruption. This topic is very much pertinent to the reform activities being taken by the present government along with many institutions. The ACC itself is trying to prevent corruption within its organizational framework. So the purpose of this paper is to focus mainly on a comparative study between the previous status of the Bureau of Anti-corruption and present aspects of the ACC to Jind strength and weaknesses of the latter and to see how far the reform in ACC has been successful. Some findings and recommendations have been put in this paper for future consideration of the Government of Bangladesh.*

### **1.0 Introduction**

No nation is a complete stranger to corruption. It has almost become a chronic disease in many developing countries (Bardhan, 1997). Bangladesh is not an exception to this. This blame can give anybody consolation but it is very much devastating for a poor but potential country like Bangladesh. Corruption subverts policies and programs that aim to reduce poverty, so attacking corruption is critical to poverty reduction (World Bank report). Corruption is operationally defined as the misuse of entrusted power for private gain (Transparency International).

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Joint Secretary to the Government of Bangladesh.

The Government has framed an organogram of its own choice from the Commission, which has protested by the latter, but appears to be grudgingly accepted. Still some of the powerful Government machineries think that the ACC is a part of the executive wing and therefore it should work within the framework of the Government. The Government has also gone ahead appointing bureaucrats on deputation to key senior positions of the staff aggravating concern that the scope of operational independence of the Commission may be further limited.

Independent Anti-Corruption Commissions (IACC) is increasingly recognized in many countries of the world as one of the key pillars of the National Integrity System (NIS). Created often in response to public awareness and demand for fighting corruption, the IACCs have in many countries transformed into permanent independent bodies not only against corruption but also as a vital element of the institutional set-up to establish a democratic, accountable and transparent governance.

The study of corruption forces scholars and policy **makers** to **focus** on the tension between self-seeking behavior and public values. Those worried about the failures of development must confront the problem of corruption and the weak and arbitrary state structures that feed it.

Accountability of the Anti-Corruption Commission is much more than what annual report says, though it may be useful. The Commission must, for instance, publish for public information detailed statements on income, assets and liabilities of its employees, especially Commissioners and the senior staffs, in print and web version, which should be regularly updated. According to media reports most of the statements made by the members of the staff of the Commission allegedly contained information, which adds further to the reasons for credibility of the Commission. If the Commission is not itself accountable in appropriate ways, it can become an outlet for corruption and a tool for persecuting government critics the way the former BAC was used. A watchdog body created in public interest by public money must be accountable to the people, rigorous self-regulatory as well as accountability mechanisms must be in the place. Among the best-known models of IACC is one where it is

accountable to the people through the Legislature and to the Courts. It could be a Parliamentary Standing Committee on Anti-corruption in which, to minimize the scope of partisan influence, all major parties would be represented.

Actually, pervasive corruption has been in Bangladesh for a long time though its severity was unknown. Nearly 8 years back one TI and WB report, stating Bangladesh had scored top position on the list, gave the nation a warning of devastation. Most of the scholars, leaders, and social workers became alert to save Bangladesh from peril.

The term corruption is used rather loosely. There is no accepted definition. There is no drawing the line. Everybody should have one's definition. The line one draws will be a little higher when it is someone else. As time is going by, the meaning of corruption is also changing. Corruption is basically deviation from a code of conduct laid down in any walk of life. (Vinod Pavarala)

## **1.1 Objectives**

This study wishes

- To identify the weaknesses in the prevailing rules for selecting credible and efficient officials; and
- To identify obstacles which hinder effective application of laws.

## **1.2 Purpose of the Study**

The purpose of the study includes examination of the policy strategy of the government in respect to ACC, the bureaucratic capability or the quality of governance and their mindset, in preventing corruption. The attitude of the government and the general people/political leaders and the measures taken for compliance of the policy strategies in order to establish good governance need to be analyzed.

## **1.3 Definition**

According to "The Prevention of Corruption Act, 1947", section-5; Criminal misconduct, in brief, means-"Taking of any

gratification/valuable things or dishonest/fraudulent misappropriation of any property entrusted to any authority, or abusing own position as civil servant or possess any property disproportionate to its legal or known income.'

- In corruption, a person willfully neglects his specified duty in order to have an undue advantage<sup>m</sup>-( R. Sharma, Bombay).
- Corruption is basically deviation from a code of conduct laid down in any walk of life" (Vinod Pavarala).
- Corruption exists when individuals or organizations have monopoly power over a good or service; discretion over making decisions; limited or no accountability; and low levels of income." Kitgaard, 1998. (Quoted from WB report 2000)

#### **1.4 Justification**

Sufficient research work, annual report, MIS report, Booklets, Bulletins, GOB policies, on the subject are there. In addition some evaluation reports, impact study by different research organizations are also available. But still there is scope to analyze the policies of the ACC, its weaknesses and obstacles it is facing for implementation need to be touched upon. The researcher thinks proper nourishment and environment would strengthen the economic platform in the country. Further research work will create incentives for the sector. Hence the present study is needed.

#### **2.0 Background**

The public debate about corruption is of recent origin. It is said that in Bangladesh, "powerful politicians and bureaucrats are never prosecuted while in office - a clear indication of the extent to which parliamentary enforcement mechanisms are failing."(WB, 1996, p-197, quoted from AMM Shawkat Ali). Corruption and accountability are matters of public debate; the on going debate has generated both heat and light in this respect. ( Ibid p-295).

An Anti-corruption Commission will be as successful and effective as the political and top government leaders want it to be. Success in East Asian countries especially in Singapore and Hong Kong owes much to

the determination of their political leadership, in particular the respective Head of Government. The contribution of Lee Kuan Yew towards fighting corruption in Singapore is widely known. In case of Hong Kong, the IACC was placed in the office of the Governor, but at the same time it has been reportable to the legislature. In addition, Hong Kong IACC's separateness from the public service and its autonomy of operation were crucial. Often vested interests can overwhelm the leadership. As a result there is a lack of appreciation of the opportunity cost - possible benefits of an effective anti-corruption strategy and clean administration against costs of corruption. An IACC has to be formed on the basis of a clear-cut commitment to creating conditions that can facilitate independence of the Commission. The key factor is the political commitment at the highest level.

## **2.1 Objectives of the ACC**

For effective prevention of corruption in the country it became necessary to the government to establish an Independent Anti-corruption Commission to enquire into the related offences and put all the offenders under law. With this view in mind Government of Bangladesh enacted the Anti-Corruption Commission Act, 2004. The erstwhile Bureau of Anti-Corruption was abolished under the provision of section 35 of ACC Law 2004.

## **2.2 Function of ACC**

- To Start enquiry after having complaints and allegations against public servants / private persons;
- To investigate complaints about any corruption;
- To give sanction of cases if found true;
- To frame charges against ACC personnel who are at fault;
- To contest cases/writs, revisions and appeals in the courts;
- To submit suggestions to the Hon'ble President about ACC;
- To take preventive measures against corruption.

### **2.3 Causes of Corruption**

According to a World Bank report - income of government officials and law enforcement is assuming huge proportions as a result of widespread extortion and bribery. They blamed political parties for using powerful trade unions, students and youths in widespread extortion in return for official largesse and other benefits. Others are\*-

- i) attitude of the people.
- ii) weak financial accountability.
- iii) weak accountability of government to parliament
- iv) weak staff skills.
- v) lack of proper and timely punishment to offenders.
- vi) recruitment through corruption.
- vii) lack of transparency.

### **2.4 Conceptual Framework**

Corruption in Bangladesh has been a great concern to general people as a whole and to some dedicated, credible, patriots in particular. In combating corruption various options have taken into active considerations by these people. Though it's very difficult to draw line between the corrupt persons and the rest. There is a great need from the general mass for rigorous action be taken by the government to combat corruption. In developed country like Japan civil service exerts a direct influence on policies (Pampel and Mumamatsu, 1995). This has helped Japan in emerging as an economic power. Yet bureaucratic input is considered as anathema in Bangladesh (Khan, 1998 - Quoted from AMM Shawkat Ali. P-9).

Information collected from respondents (people) through questionnaire and verbal discussion is the basis for the study. Review of literature, reports and laws/rules provide guidance to be on track. Data analysis has been done to access the trend of attitude of the respondents. The questionnaires have been framed to assess the sufferings and experiences of the people as well as to explore their thoughts in combating corruption. Little effort was also taken to have

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\* A WB country Study Report-2002; p-93. (Quoted from Bennett, Anthony)

an overview about their knowledge on the ACC laws/rules. Since objectives of this study are two folds i.e. to find out weaknesses of laws and impediments on the way of effective implementation of law. There is still a chance of selecting credible, dedicated and skilled persons for ACC who would be able to combat corruption. Because of their efficiency and courage, they would be able to work in a cohesive manner. On the basis of the findings, some suggestions have been put here which would probably provide indications of further thoughts. If so, this study has a point of claim that would provide coherent ideas of what to do and what not to do.

The following assumptions have been framed for making a ground to proceed. The scope of this study is - to analyze the quality of governance in preventing corruption. The present study attempts to concentrate on the following aspects:

- Review literature on corruption, its implementation, future plans, challenges etc.
- Evaluate organizational structure of ACC as well as duties and responsibilities of the officials concerned.
- Recommend some policy suggestions related to good governance in Bangladesh.
- Compliance of the policy strategies by the stakeholders to ensure good governance.

## **2.5 Assumptions**

The following assumptions have been framed for making a ground to proceed. There is a need to analyze the difference and situations that -

- a Most of the corrupt people believe that they are compelled to do this or at least they have reason behind their corruption;
- Corruption should be stopped at the top as it starts there;
  - Most of the available laws are outdated or obsolete;
  - There are loopholes in the existing laws;
  - Transparency, accountability etc. are yet to get importance to the ACC personnel.

## **2.6 Research Methods**

The study has been done through policy and data (primary/secondary) analysis. The ACC HQ along with one field office has been visited and related laws have been analyzed. The related laws are-

- a) Anti-Corruption Commission Act, 2004 (Act no V of 2004),
- b) The Anti-Corruption Commission Rules 2007
- c) The Prevention of Corruption Act, 1947 (Act no II of 1947),
- d) The Criminal Law Amendment Act, 1958 (Act no XL of 1958).
- e) Anti-Corruption Act, 1957 (Act no XXVI of 1957).
- f) The Criminal Law Amendment (Sanction for prosecution) Rules, 1977.

Besides, sections 29 of The Penal Code gives the definition of corruption and sections 161-165-a of the same code say about the offences of corruptions and the degree of punishment. Other related Acts are:

- ❖ Offences punishable under sections 120 B 161, 169- 489---511- Penal Code;
- ❖ Offences punishable under Control of Essential Commodities 1956 (Act-I of 1956);
- ❖ Offences punishable under Essential Articles (Price control and Anti Hoarding) Act 1953 (East Bengal Act No. XXII of 1953);
- ❖ Prevention of Smuggling Act, 1952 (Act viii of 1952).

### **2.6.1 Primary data collection**

The study has been done through collection of data from 22-26 July'07. Different stakeholders through questionnaire and interview gave their opinions. They are either main player of the game or the victims of the circumstances. These include, interview with TIB official, ACC personnel at the HQ, businesspersons, bankers, participants of 47th SSC, housewives etc. Moreover, consultation with experienced persons, retired civil servants, businesspersons, few researchers and review of dailies regarding corruption has also been done.



### 2.6.2 Secondary data collection

Review of ACC Act 2004 and ACC Rules 2007 have been sources of secondary data. Review of literature on governance and combating corruption has been done from BPATC Library, UNDP, TIB and World Bank Library, Dhaka.

### 2.6.3 Data analysis

Both secondary and primary data have been analyzed to establish causal relations between independent (policy of government) and dependent (concerned officials) variables. It has also been done to see the trend of people's attitude towards ACC and their response regarding success of ACC. All the data have been placed in table-1 and table-2 to have an overview of the sentiments/opinions of the respondents.

Table-1 shows data collected through the questionnaire-A (Annex-1).

Sl. no.	Types of questions	Agree (number)	Dis-agree (no.)	Agree %	Disagree %	Comment
1	A	*9	16	36	64	*Some have different opinions
2	B	*20	5	80	20	*Some have different opinions
3	C	2	23	8	92	
4	D	5	*20	20	80	*Some have different opinions
5	E	*24	1	96	4	*Some have different opinions
6	F	3	22	12	88	
7	G	6	*19	24	76	*Some are indifferent
8	H	*19	3	76	12	*Some are indifferent
9	I	9	*13	36	52	*Some have different opinions

A total 25 persons from the 47th SSC participants were interviewed. They are all Joint Secretaries either working in the ministries or working in different Department/Corporations. So they have high level of aptitude. Most of them are not happy with the reforms taken in the organizational set-up. They also tried to put question mark on the selection of old inspectors who have bad reputation. At the same time they also opposed the selection of officers on deputation who are

questionable. They wanted to suggest as well as strongly desire that there should be a panel of officers at different levels from which selection on deputation would be considered. This selection procedure should be done well ahead before their posting and this should be published in medias. This may avoid criticism and provide scope for better choice. This table also shows that, though majority of them are in favor of reform and they also support reformative actions taken by the ACC, they do have different opinions regarding questionnaires A B E H in the negative way. As to questionnaires C D F G I, they do have different opinions in the positive way. Since the set questionnaires do not fulfill their all queries, it's shown in this way to reflect their views.

Table-2 (Different professional groups)

Sl. no.	Types of questions	Agree (number)	Dis-agree (no.)	Agree %	Disagree %	Comment
1	A	9	*16	36	64	*Some have different opinions
2	B	20	5	80	20	*Some have different opinions
3	C	*3	22	12	88	
4	D	12	*12	48	48	*Some have different opinions
5	E	*24	1	96	4	*Some have different opinions
6	F	*18	7	72	28	
7	G	6	*19	24	76	*Some are indifferent
8	H	*19	3	76	12	*Some are indifferent

Table -2 shows data. collected from 25 persons of different professional groups. They are ACC officials, TIB officials, bankers, businesspersons etc. They were interviewed verbally and also examined through the questionnaire-B (Annex-2). Those, who have high level of aptitude, are not happy with the reforms taken in the organizational set-up. They also tried to put question mark on the selection of old inspectors who have bad reputation. At the same time they also opposed the selection of officers on deputation who are questionable. This selection procedure should be done well ahead before their posting and this should be published in medias. This may avoid criticism and provide scope for better choice. This table also

shows that, though majority of them are in favor of reform and they also support reformative actions taken by the ACC, they do have different opinions regarding questionnaires C F G in the negative way. As to questionnaires A D H, they do have different opinions in the positive way. Since the set questionnaires do not fulfill their inner inquisitiveness, it's narrated in this way to reflect their views.

Tabular and graphical representation of data analysis have been attempted to give coherent sketch of the present situation. Some thoughts ventilated by the respondents have importance as well. As this information and comment are sample of the whole nation, their views are spontaneous and at the same time a warning. It also seemed to have been expressed out of moral obligation to the nation.

### **3.0 Limitations of the study**

Although everybody wants to prevent corruption, sometimes he or she feels hesitancy to speak the truth against a corrupt person. The donors sometimes talk about it though they are not always clear about who are the main players to do this nuisance. Moreover, it's a sample study and can't be treated as complete government study. This study has been done to fulfill the requirement of the 47th SSC. So time inadequacy is a great limitation to finish the desired task perfectly. Moreover, some people don't feel comfortable to respond to an amateur researcher. Nonetheless, this study testifies hypothesis and finally opens avenues for future researchers to come.

### **4.0 Law contents**

GoB has set objectives and policy strategies to ensure corruption free society. The erstwhile BAC has been replaced by ACC that can work independently if its autonomy is ensured. The ACC law is the guiding force for it. A brief outline of this law is discussed below:

An independent commission has been established u/s 3 and a commission is formed u/s 5 of the Anti-Corruption Commission Act 2004. It has 3 commissioners of whom 1 will be appointed as the chairman by the President of Bangladesh.

The previous Bureau of Anti-Corruption has been abolished u/s 35 of ACC Law 2004. This ACC Law 2004 contains the following offences to be tried -

- a) All offences under the schedule of this Act;
- b) The Prevention of Corruption Act, 1947 (Act 2 of 1947) all offences under this Act;
- c) Offences u/s 161-169, 217-218, 408,409 & 477 of the Penal Code, 1860 (Act XLV of 1860);
- d) Any offences related to Para (a-c) u/s 109 of the Penal Code abatement section 120B conspiracy and section 511.

Procedures to be followed under the ACC Rules 2007 are -

- Section-3(2) All complaints to be sent to Dist.-office first.
- Section-3(5),3(6) District Selection Committee(DSC) will prepare a list of complaints for enquiry.
- Section-3(7) Divisional Office be kept informed and list to be sent to Head Office, Dhaka.
- Section-3(8) The Secretary of the Commission will submit the list before the Central Selection Committee and having recommendation thereof submit it before the concerned Commissioner for decision. Then what should be done is not clear. All complaints are sent to D.C. for primary discussion in the DSC and decision whether they should proceed. Then D. C. sends to head office for approval. The reason is not stated as to why this should be sent to DC for decision of further movement. Divisional office has no authority in this respect. This is an unnecessary delay process.
- Section-5(4) states that after investigation, if offence established, approval of the Commission is required. If so what's the purpose of section 3(7), (8). Which state about long steps to be followed.
- Section-5 does not state clearly as to who is the chairman of DSC?

ACC Act 2004 states that the Commission will be independent and neutral. But there are a number of provisions, which make the commission liable to the Government in terms of financial and administrative control:

- According to provision of section 25, the Commission has to depend on the Government for its budget and financial power to use. Government shall make an annual financial allocation to cover expenses of the Commission; which would in practice make the Commission dependent on the Government for its budget. Rather, the Commission budget should come as a "charged expenditure" in the same manner as the Office of the Comptroller and Auditor General (TIB suggestion). Another aspect is that the Commission's financial authority is also restricted to "approved and specified" items. The intention clearly is to retain financial control of the Commission in the hands of the Government; otherwise it is not understandable why the Commission shouldn't have the authority to determine itemized allocation of the funds at its disposal. At present the Commission has no authority to spend any amount of money for purposes other than those "approved and specified" by the Government.
- According to section 30, the Government will determine the Commission's organizational structure and budget. This provision can have a crippling effect on an organization that is supposed to have the jurisdiction to combat corruption originating in the Government departments.
- A number of vital areas having high propensity to corruption and linkages with processes and actors in grand corruption in the scheduled areas have been left out of the schedule. For instance, banking and financial sector, money laundering, foreign companies, foreign exchange regulations, etc.
- According to section 36, Government has the authority to provide "guidance of direction" through clarifications or explanation, in cases of ambiguity in the provisions of the law regarding the Commission's authority and responsibility.

- Enquiry and Investigation as two different stages seem redundant. Enquiry is useless, because once the selection committee decided to precede it may do so u/s 2(g) as investigation in order to save time.
- Sec 7(4)- If enquiry is not completed within 15+15 days, new enquiry officer will be assigned to complete the enquiry but with no time limitation.
- 7(5)- If enquiry is not completed within 60 days that will end the process. But the reason is not stated thereto. Section-10(2)(1) Investigation period 45+15 days which is reasonable.
- Supervising officer is assigned to monitor enquiry and investigation processes.
- Departmental action for inefficiency both enquiry & investigation stage. Section-16, Trap Case is allowed.
- If any false trap is proved what action against 9/0 is not stated.
- Sec-10(4) Amendment Act 1958 reads: "No prosecution under this act against any person either generally or in respect of anyone or more of the offences for which he is being tried shall be withdrawn except under the orders in writing of the government". The ACC Act 2004 uses the Criminal Law Amendment Act 1958 as a base for prosecuting anyone. So govt. has kept authority to withdraw cases at his will. This contradicts the main principle of ACC Act 2004. The Anti Corruption Act 1957 and the Anti Corruption (Tribunal) Ordinance 1960 is repealed.

#### **4.1 Strategies taken by ACC**

The main step taken by ACC is encouraging. They have prepared a strategic paper for prevention of corruption. In this paper they have focused mainly the following aspects:

- a) setting objectives like - creation of public awareness against corruption, bringing the mass movement against corruption under legal framework, letting people realize their rights in state property;

- b) setting targets like - general people of Bangladesh, all professional groups, NGOs social organizations;
- c) setting messages to be transmitted like - corruption increases people's sufferings, corruption hinders development, prevention is better than cure, people's mass participation discourage corruption;
- d) setting strategies for publicity like - mobile video exhibition, art exhibition, drawing competition, using print and electronic media, booklet publication, holding workshop/seminar/symposium/drama etc. against corruption.

## **4.2 Faces of Corruption**

Corruption has been categorized in different ways like - official misconduct, disregard of vested duties, bribery, nepotism, tax evasion, blackmail, fraud and forgery, theft and embezzlement, violence and intimidation etc. Corrupt people are very clever and follow techniques like - a company wants to do business with the government and pays a public official to choose that company for the job; etc.

## **4.3 Types of corruption**

- By acceptance
  - Within the rule: facilitation payments, where a bribe is paid to receive preferential treatment for something that the bribe receiver is required to do by law.
  - Against the rule: A bribe is paid to obtain services.
- By scale
  - Petty corruption (bureaucratic corruption)
  - Grand corruption (political corruption)
  - State capture (corruption which affects the entire state apparatus)

## **4.4 Impact of corruption**

- According to US human rights report for Bangladesh in 1999
  - Politicians corrupt the administration through creating

infiltration and patronization of cadres

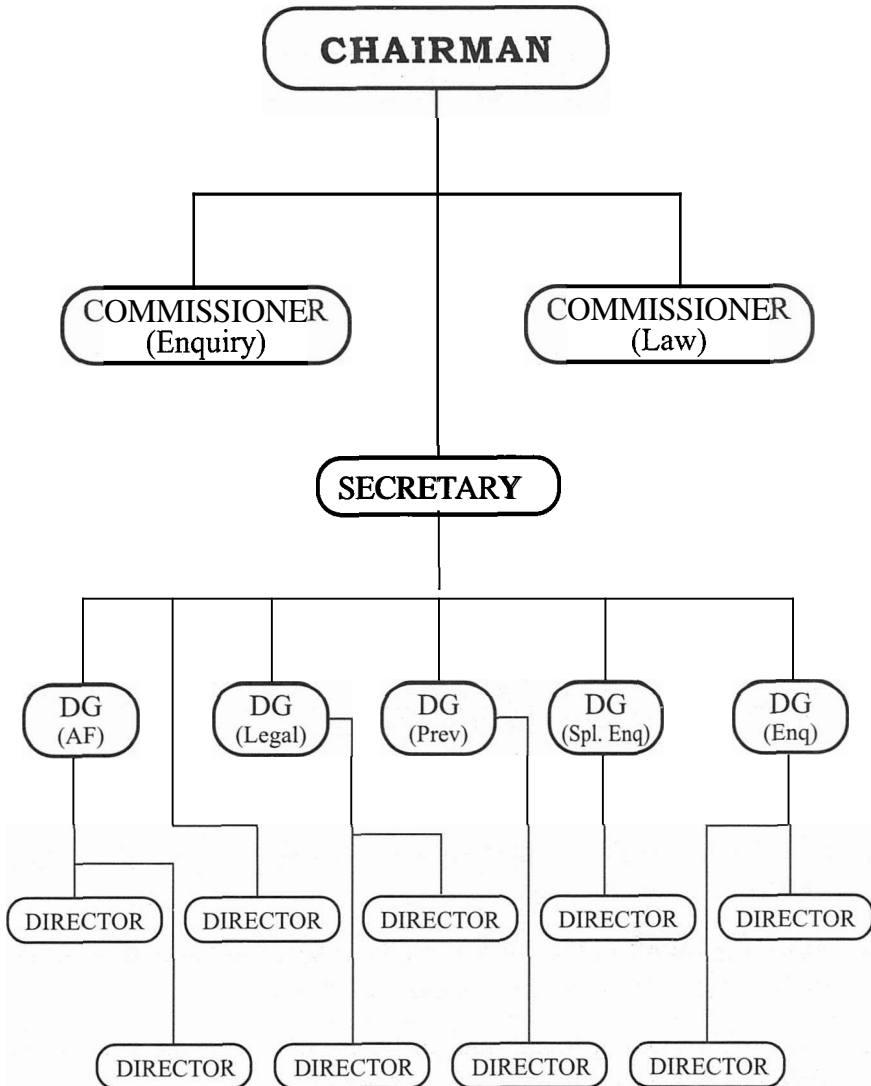
- The police maintain chain and linkages with the politics
- **A survey by Grameen Bank on foreign loan and aid said in 1991**
  - Hardly 25percent of the people of Bangladesh benefit from aid
  - Cronies and consultants of the donor agencies in league with local contractors, politicians and officials got the most out of it
  - Despite pumping in huge loans and grants at the rate of nearly \$2 billion every year since 1974, half of Bangladesh continues mired in poverty.
- Corruption makes the rich richer and the poor poorer
  - To obtain free public services, the poor have to bribe officials and service providers

#### **4.5 Combating Corruption**

- Structural level
  - Increasing Political Accountability
  - Strengthening Civil Society Participation
  - Creating a Competitive Private Sector
  - Improving Public Sector Management
- Communication level
  - Awareness of rights and information
  - Awareness of remedies against corruption
  - Moral guidance
  - Rewards both tangible and intangible
  - Mobilization against corruption



### Anti-Corruption Commission



*Figure-1: Organizational Tree of ACC H/Q*

## **5.0 Findings**

- There were no mission and vision of ACC and these are yet to be set.
- The Bangladesh Constitution does not give any provision and direction to the Government of Bangladesh to frame act or rules in combating corruption.
- The ACC Law 2004 needs further amendment regarding enquiry and investigation procedures, function and authority of the Selection Committee and the time for approval by the Commission.
- The Chairman of the DSC has not been spelt out in the ACC Law 2004.
- Once the enquiry/investigation officer fails to complete within the stipulated time, including extended period, the case stopped without giving justice to people.
- Most of the people still desire strong amendment of law in order to offer vigorous punishment to offenders.
- A panel of efficient, honest, dedicated and brave persons with explicitly well reputation is indispensable.

## **6.0 Recommendations**

- Immediate insertion of provision of making act or rules in the Bangladesh Constitution;
- There should be a panel of well reputed persons from elites of the society for future appointment/selection in ACC;
- Removal of government control over the ACC in respect to administrative and financial management;
- A panel should be prepared from which next chairman/commissioners will be appointed by the President. So that any political govt. in future will not get scope even to appoint any controversial persons in ACC. Persons with good reputations

is a main thing to be considered for selection.

- An intelligence branch may be created in ACC to monitor functions of ACC persons. .
- A steering committee should be formed to look after sample cases of big corruption.

## 7.0 Conclusion

Just now is the time. This has become a very assertive slogan of Bangladesh. The present administrative attitude of the government has placed us before the challenge to combat corruption.

During this study, it was observed that the persons at the higher level in the ACC are quite positive in discharging their duties. They have strong commitment as has been noticed by many critics. The press and the agencies looking after the public interest, the law enforcers and the judiciary giving positive support and the ACC itself is holding the steering. This is, no doubt, a real situation of this time. They have been able to develop positive mindset among general people.

Citizens' charter should be launched effectively at once not in black and white but in practical application. Its objective is to raise standard of public services by making them more responsive to the wishes and needs of the stakeholders. In Bangladesh this should be executed in the Secretariat and more specifically by the Secretaries to subordinates, e.g. mobile courts fine business people for not having licences of BSTI. But who is looking for whether BSTI has capacity to meet up the demands or whether BSTI practising wrongly. Rather it may give chances to BSTI for higher-grade corruption. Another example:- whenever an officer joins a ministry why secretary takes longer period to accept his joining letter. This should be examined to prevent corruption and ensure citizens' charter.

The demand for change is fragmented and ineffective. Though there are some officials who have made progress in adverse environment, they are few and scattered. Keeping in mind this view, the researcher has selected this topic as a test case. During the promulgation of state of emergency, the general people have seen the light at the end of the

tunnel. This is the proper time of making any reform in **ACC**. Because there is no political interference and the govt. is very much positive. A set rule should be there to pick up appropriate persons from among govt. officials, different professionals. They will be on contractual basis. There should be a permanent structure with fully autonomous entity. Bio-data will be published in the media. Intelligence will be an important wing of this **ACC**. They will watch the activities of the **ACC** persons. Proper check and balance between **ACC** steering committee and **ACC** councilors is a precondition to keep the **ACC** functional. This study shows an overview of weaknesses of **ACC** rules/laws. But it hardly shows mechanisms and avenues of combating corruption in a large scale. Efforts were manifold, results were in hand but implication is on the future to come.

**Annex-1 : Questionnaire-A\***

Name (optional).....

Present posting.....

Age.....

A	People support reforms of ACC .	A	D
B	Recent reform in ACC is sufficient.	A	D
C	Most of the people have to pay bribe to ACC persons	A	D
D	ACC has been given full autonomy.	A	D
E	ACC is better than BAC.	A	D
F	Most of the people have been harassed by ACC Inspectors.	A	D
G	Most of the people have very bitter experience about Inspectors of ACC.		
H	Do you have any suggestions regarding reforms?		
I	Do you think the ACC Law is enough to prevent corruption?		

*\*Questionnaire-A is made for participants of 47th SSC  
 who are all Joint Secretaries of the GOB.*

## Annex-2 : Questionnaire-B\*

Name (optional).....

Occupation.....

Age-----

Marital status-

A	People, particularly the professional groups support reforms in ACC.	A	D
B	People have to pay money to ACC Inspectors.	A	D
C	People have bitter experience about present ACC Inspectors.	A	D
D	ACC needs full autonomy for its effective operations.	A	D
E	People think ACC is better than BAC.	A	D
F	People view that reforms being taken in ACC is not sufficient.		
G	Do you have any suggestions regarding reforms?		
H	Do you think the ACC Law is enough to prevent corruption?		

\*Questionnaire-B is prepared for different professionals.

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