

Capacity Building at the CIAA

1. Introduction

The Commission for the Investigation of Abuse of Authority (CIAA), Nepal is an apex constitutional body to curb corruption in Nepal. Part 12, Article 97 and 98 of the Constitution of the Kingdom of Nepal, 1990 has empowered CIAA to investigate and investigate cases against the persons holding any public office and their associates indulged in the abuse of authority by way of corruption and/or improper conduct. CIAA is the distinctive anti-corruption agency in South Asia, which plays the role of an ombudsman, investigator and prosecutor as well. It aims to crack down the corruption issues at a national level with system-based approach. It also focuses on detection and punishment of corrupt acts on the one hand and social, cultural and institutional reform on the other. To attain the ultimate goal of good governance and the rule of law in the country, CIAA is striving hard to reduce corruption my means of punitive, curative and preventive actions. CIAA has also formulated a strategic plan in 2003 to reduce improper conduct and corruption by a perceptible amount within five years.

The CIAA is served by a Secretariat, headed by government appointed permanent Secretary. His Majesty's Government of Nepal (HMG/N) has approved a new structure for CIAA with 10 Divisions namely; 6 Investigation Divisions, 1 Prosecution Division, 1 Planning Division, 1 Administration Division and 1 Police Division. Each Division is headed by a Joint Secretary (Gazetted Class I) level officer. Separate Task Forces have also been initiated in order to deal with the growing problems of irregularities relating to financial crimes, academic certificates, citizenship certificates, passports, and vehicle registration. These Task Forces require specialized human resources with particular investigation knowledge.

The CIAA is funded under the national budget channelled through the Ministry of Finance. Although the government is being positive to significantly increase the budget allocation to CIAA in last few years, but it is not sufficient to attain the organizational goal of CIAA particularly for the capacity building.

2. Challenges observed in the sector of anti-corruption

In spite of the HMG Nepal's commitment to prevent corruption by enhancing accountability and transparency, and by strengthening anti-corruption institutions, CIAA is faced with following challenges:

Human Resource Management: The CIAA does not have its own cadre service. All posts are filled through government entities and public enterprises. Therefore, the staff turnover is relatively high, which demands for training and other types of capacity building for the new comers. Moreover, the heavy workload and the confrontational nature of the investigation and prosecution works are the risk factors to cause low morale and disincentives for CIAA Investigation and Prosecution Officers. Due to the varied type of work nature, the CIAA is in need of the service of consultants in the field of investigation of corruption cases, case preparation, prosecution and defending the cases in the court of law, financial sector, Information Technology (IT) based CIAA Management Information System (MIS) and media.

These five consultants of the above mentioned five different fields will transfer their knowledge and skill to the CIAA officials. Please see Appendix 1 for the terms of reference of the proposed five consultants.

The CIAA has recently set up a training unit realizing its need to institutionalize the transfer of knowledge and skill to newly appointed officials through training, seminars, interaction, workshops and exposure visits to foreign countries. Hence, there is the need for enhancing the capabilities of the CIAA Investigation and Prosecution Officers through more and more national and international trainings and exposure programs. External assistance is highly necessary as the internal fund is very limited to carry out the above said activities.

Application of Management Information System (MIS): The CIAA is attempting to introduce Management Information System (MIS) to curtail heavy paper works and to better monitor and control the CIAA activities. In this regard, some studies have been carried out. Again the implementation of MIS system is also severely affected by the lack of fund and resources. In view of the importance of the application of MIS, CIAA has developed a detailed proposal for MIS alone.

3. Contribution to overcome challenges through Project Intervention

The three key areas mentioned below will be addressed by this proposed project and it is anticipated that this will enhance the efficiency of CIAA officials to carry out its duties and responsibilities more efficiently and effectively:

1. To avail the services of local consultants in the field of investigation and prosecution; financial crimes; IT and media;
2. Transfer of knowledge and skills through national and international training, seminars, interactions, workshops and exposure visit programs;
3. Computerization of investigation and other official businesses with the application of IT/MIS with the installation of appropriate soft wares and hard wares;
4. Enhancement of the knowledge, skill, efficiency and effectiveness of the CIAA officials to a greater extent.

4. Contribution to the Poverty Reduction Strategy

Corruption is one of the main factors of poverty. Hence, reduction in corruption means reduction in poverty. A study carried out by the World Bank revealed that the countries with low tolerance for corruption have more successful economies and increased rates of development. Another key finding on corruption is that particularly in developing countries where corruption is low, living standards are up to 300 percent higher than in those developing countries where corruption is rampant. In addition, countries making progress against corruption attract more foreign investment that helps to boost up the economy of the country. Hence, the above facts and figures help to illustrate contribution to poverty reduction through anti-corruption initiatives.

5. Contribution to the Sectoral Objectives

Poverty reduction and good governance is the top most priority of HMG/Nepal in order to achieve socio-economic development goals. The goals of poverty reduction and good governance can not be achieved without corruption control. Therefore, HMG/Nepal has given importance to combat corruption through various measures. CIAA is the prime constitutional body that is established to curb corruption in the country. Hence, the support to the CIAA activities will eventually help to reduce poverty, establish rule of law and good governance in the country. Unless the anti-corruption agency like the CIAA is strengthened there is little chance of reducing corruption and improper conduct. Therefore, the project will assist in strengthening CIAA activities in an effective and efficient manner.

6. Contribution to Improve Service Delivery

By the use of an explicit MIS system and well-trained human resources, it is expected that the CIAA would improve its service delivery as following:

- Production of efficient and effective human resources;
- Computer net-working;
- Perfect and updated data base;
- Efficient handling of online complaints;
- Online monitoring and follow-up of complaints;
- Online links and data transfers to affiliated sites;
- Online public awareness;
- Office planning, programming and projection;
- Less paper works;
- Less human resource requirements;
- Establishment of virtual CIAA.

7. Expected Outputs

Output 1: Effective planning, monitoring and data base at the CIAA.

Output 2: Enhancement and effectiveness in investigation and prosecution.

Output 3: Well-trained and efficient human resources at the CIAA.

Output 4: Application of MIS.

Output 5: Preparation of curriculum for basic and advanced level investigation training.

Output 6: Enhanced service delivery.

Output 7: Sensitization against corruption among general public.

Major activities to accomplish the above outputs will be as following:

Activities for Output 1

Avail adequate funds and resources.

Activities for Output 2 &3

Hire local consultants to advise and guide CIAA officials for speedy, efficient and effective investigation and prosecution. Train CIAA officials by developing curriculum for different level training courses; organization of workshops and seminars in specialized subjects; development of training materials; upgrading of physical facilities for training unit including the provision of equipments; and funding for foreign training and exposure visits.

Activities for Output 4, 5, 6 and 7

Application of Management Information System (MIS) for handling, recording and monitoring of the cases; improved data base and computer networking.

8. Indicators and Means of Verification

Indicators and means of verification are set out in the log frame (item 13). The number of trained personnel, number of people interacted, credible complaints received, number of investigations completed, number of prosecutions, success rate of the prosecuted cases, assets recovery and the actions taken and suggestions adopted, as given by the CIAA, by the Ministries, Departments and other agencies shall be taken as the indicators and means of verification.

9. Implementation Arrangements

The CIAA has already established a Planning Division. A Project Chief shall be designated by CIAA for the implementation of the Project. The Project Chief will have overall responsibility for the implementation of all project activities. Responsibilities will include drafting work plans; planning programming and budgeting of the project; developing Terms of Reference for the consultants; organizing trainings, workshops, interactions and study tours; finalize the list of equipments to be procured; evaluation and monitoring of the project and suggesting changes in the project and programs, as and when required.

The development of IT and MIS and of training and human resources required for management information will be contracted from specialist service providers.

A periodic review of the Project will be undertaken through joint meetings with representatives from CIAA and the donor agency. The meeting will be held every three months or more as and when required. The review will examine the problems and opportunities facing the project and take decisions on any adjustments to be made. The joint meeting will approve work plans, programs and budgets, allocations of funds and utilization of contingencies and will also decide on policy matters.

10. Implementation Plan

The CIAA will prepare an annual work plan, procurement plan and budget. The project planning process will be aligned to or fully integrated with the institutional planning cycles of the CIAA. The timing of the project activities is indicated in the table below. More detailed work plans will be prepared on an annual basis.

Activities	Year 1	Year 2	Year3
1. Hiring the consultants.	Hiring the consultants in the field of investigation of corruption cases, case preparation, prosecution and defending the cases in the court of law, financial sector, Information Technology (IT) based CIAA Management Information System (MIS) and media.	Hiring the consultants in the field of investigation of corruption cases, case preparation, prosecution and defending the cases in the court of law, financial sector, Information Technology (IT) based CIAA Management Information System (MIS) and media.	Hiring the consultants in the field of investigation of corruption cases, case preparation, prosecution and defending cases in the court of law, finance, Information Technology (IT) based CIAA Management Information System (MIS) and media.
2 Improved human resource management functioning including training.	Trainers Training, basic training, advanced level training, workshops, seminars and interaction programs for the CIAA officials and the public.	Basic and advanced Training, workshops, seminars and interaction Programs for CIAA officials and evaluate the outcome. Exposure visits of CIAA officials to selected countries for the transfer of knowledge and skills from abroad.	Various types of training, workshops, seminars and interaction programs for CIAA officials and evaluate their outcome and sustainability. Exposure visits of CIAA officials to selected countries for the transfer of knowledge and skills from abroad.
2. Application of MIS.	Introducing IT and MIS System and scientific investigation and prosecution tools and techniques. Online MIS Systems Designing, Development, Benchmarking, Tuning and application of LAN/WAN & Websites	Enhancement of MIS (with Functional ramification and sites) and Support.	Enhancement and improvement of MIS and evaluate its outcome and sustainability.

11. Intended Project Outcomes and Impacts

The CIAA efficiency and effectiveness shall be considerably increased after the implementation and completion of the project as the project will help to build the capacity of CIAA.

a) Social Impacts

The outputs and activities of the project will help to raise awareness against corruption among the civil society and general public by means of various types of public awareness raising programs, trainings, interaction programs and information dissemination through media and other publications to be carried out by the CIAA. It is envisaged that the level of corruption will be reduced significantly every year.

b) Economic Impacts

The outputs and activities of the project will help to reduce corruption on the one hand and poverty on the other. The project will also help to increase development activities and improve economic situation of the country. Moreover, CIAA activities will be cost effective as there will be less paper work and heavy amount of work by a small number of trained officials. The well-trained human resource will resolve the complaints more efficiently and effectively than before. The data base system of CIAA will also be reliable, efficient, informative and updated.

12. Project Sustainability

It is expected that the project will help to institute a well-equipped CIAA with well-trained human resources, which in turn will help to establish rule of law and good governance in the country.

13. Logical Framework

Logical Framework			
Project Title: Capacity Building at the CIAA		Life of Project	
		Start Date: March 10, 2006	
		Completion Date: July 15, 2008	
		Date Prepared: December 30, 2005	
Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Assumptions
Goals 1. Corruption control 2. Help to establish rule of law and good governance 3. Raise public awareness	1. Increasing number of efficient and effective human resources. 2. Effective and speedy investigation and case disposal. 3. Increasing success rate of the cases filed at the court of law. 4. Organization of trainings, seminars, workshops and interactions.	1. Annual report 2. Project progress report 3. Media reporting 4. Number of complaints 5. Number of complaints handled 6. Court decisions 7. Nepal's corruption index carried out by international anti-corruption agencies.	
Purpose Capacity building at the CIAA and public	1. Peoples' immediate reaction against any	1. Media reporting, survey and	1. Corruption control as the

<p>awareness raising against corruption</p>	<p>corrupt practices</p> <ol style="list-style-type: none"> 2. Enhanced efficiency of the officials and improved working environment at the CIAA. 3. Speedy complaints handling and investigation. 4. Consistency, secrecy and reliability in investigation 5. Enhanced cooperation and coordination with national and international stakeholders. 6. Improved tracking system of complaints. 7. Computer networking 8. Increased compliance with CIAA recommended actions notified to the concerned agencies. 	<p>sources of information</p> <ol style="list-style-type: none"> 2. CIAA data base and other publications including CIAA web-site 	<p>national agenda of the government</p> <ol style="list-style-type: none"> 2. Government and donor's support for the CIAA initiatives 3. Active involvement of other stakeholders involved in anti-corruption campaign.
<p>Outputs</p> <ol style="list-style-type: none"> 1. Consultant's services on 100 corruption cases 2. Preparation of data base soft wares 3. Preparation of basic and advanced level training curriculum for CIAA officials. 4. 300 officials of the CIAA, Regional and District Administration Offices will be trained. 5. 500 persons of various district govt. offices, NGOs and civil society will be 	<ol style="list-style-type: none"> 1. Number of officials using MIS in daily business. 2. Number of trained human resources. 3. Number of activities and level of participation. 	<ol style="list-style-type: none"> 1. Office record, web-site and publications 2. Project progress report 3. Performance audit 4. Management audit 	<ol style="list-style-type: none"> 1. Necessary funds and resources timely adequately received. 2. Allocation of sufficient and appropriate officials

<p>sensitized against corruption and promotion of good governance.</p> <p>6. Advanced investigation tools and techniques will be transformed by means of foreign study tours.</p> <p>7. Infrastructures will be developed to take actions on online complaints.</p> <p>8. MIS will be applied to reduce paper works</p>			
<p>Activities</p> <p>1. Hiring the consultants in the field of investigation, prosecution financial sector, Management Information System (MIS) and media.</p> <p>2. Conducting training, seminars, interactions, workshops and exposure visits to international anti-corruption agencies.</p> <p>3. Application of MIS and computer networking.</p>	<p>1. Agreement with donor agency.</p> <p>2. Necessary funds and resources.</p> <p>3. Agreement with consultants and number of software developed.</p>	<p>1. Project progress reports</p>	<p>1. Project starts in due time</p> <p>2. Full cooperation from the government and the donor agencies</p>