

**A Report on 'Training for the Trainers' on Anti-Corruption  
Community Education Program for CIAA and NVC Officers**



**Organized by CIAA in Association with USAID/Nepal / ARD, Inc.  
Rule of Law Project  
April 3-9, 2007**

## Historical Background

Following a consultative meeting with the government agencies and NGO representatives, held on December 31, 2004 at ARD office, to discuss various aspects of Regional Anti-Corruption Conferences to be organized at 5 different parts of the country, CIAA in cooperation with USAID/ARD Inc. Rule of Law Project first of all initiated the Birgunj Conference on January 22-23, 2005. The second conference was held at Biratnagar on February 19-20, 2005. From the third conference, organized at Pokhara on April 25-26, 2005, NVC joined CIAA in this campaign and two more conferences at Nepalgunj (August 24-25, 2005) and Dhangadi (August 13-14, 2006) had been convened. The conferences became the common place to all three sectors – Central and local level government agencies, business community, and civil society and media to discuss the most serious governance problems of corruption. Declarations and commitments had been made to fight against corruption.

Later, on June 10, 2005 a 'Task Force' was formed under the headship of then NVC Chief Mr. Bal Krishna Prasai comprising CIAA Joint-Secretary Mr. Ratna Kaji Bajracharya, Joint-Government Attorney Mr. Yubraj Subedi and ARD Rule of Law Senior Anti-Corruption Coordinator Mihir Thakur to recommend major steps to be taken as envisaged in the resolutions of Anti-Corruption Regional Conferences. The Task Force met three times and finalized the document in the second week of September 2005.

Based on the recommendations made by the 'Task Force', the formation of Local Coordination Forums (LCF) had been started in Birgunj, Biratnagar, Pokhara, Nepalgunj and Dhangadi respectively. LCFs were formed under the chairmanship of CDOs, including government officers of local line agencies, NGO representatives, media people and businessmen/industrialists.

Since LCFs were created with a view to indulge them into "Anti-Corruption Community Education Program", a preliminary discussion was held on July 28, 2006 to discuss the possibility of involving LCFs in anti-corruption community education program. Commissioner Mr. Beda Prasad Shiwakoti, who chaired the discussion meeting, emphasized the need of undertaking this 'Anti-Corruption Community Education' by CIAA as specified in CIAA Act, Rules and Strategy. Representative of CIAA, NVC, RID, ARD Inc., TI/N, Pro-Public, LDTC and T&D also participated in the meeting.

To orient the LCF members regarding the roles and functions with special focus on areas of community education, service delivery, controlling revenue leakages and public works and procurement, CIAA and NVC organized a workshop at Club Himalaya, Nagarkot on August 19-22, 2006. The workshop was sponsored by USAID/ARD Inc. Rule of Law Project.

According to Section 35b of CIAA Act, 1991 and Rule 35 of CIAA Rules, 2002, CIAA has promulgated working guideline for anti-corruption committee on December 5, 2006. The guideline endorses two-tier committees - one at the central level and the other at the local. It has emphasized the role of LCF in imparting anti-corruption community education.

Based on previous experiences, NVC recently ended up with four district-level workshops in Dolakha, Tanahu, Surkhet and Kanchanpur and local coordination forums had been formed in line with the CIAA guideline. But these LCF are yet to be formalized. NVC is also planning to organize some more workshops in other districts and seeking the cooperation of CIAA to host the workshops.

It is obvious that corruption must be fought with all possible means and methods. These methods are known as total solution methods with education, reform and legal action. In other words they are also leveled as three-pronged approaches - envisioning promotional, preventive and punitive activities. In many places like Hong Kong, Singapore, Australia, and Malaysia, the anti-corruption drive has been successful because they have applied this three-pronged approach. The anti-corruption agencies, in Nepal, have now come to realize that anti-corruption education for the community, together with other preventive and punitive actions, is an essential element of any sustainable anti-corruption strategy. Therefore, both CIAA and NVC, according to their statutory roles and strategic plans are opting to run the anti-corruption community education. Not only this, CIAA had also directed the Ministry of Education and Sports on March 11, 2006, to include anti-corruption education to prepare a curriculum and textbooks for the high school level students. In the same way NVC in its strategic plan has also put priority on developing anti-corruption curricula for school students and endeavoring to sensitize in this domain. It would be effective if more and more of CIAA and NVC officers acquire the training skills and visit the LCFs to train the local manpower to educate the community and young generation.

Given this context, a committee consisting of Mr. Ratna Kaji Bajracharya, Joint Secretary, CIAA, Mr. Rudra Nath Basyal, Under Secretary, NVC and Mr. Mihir Thakur, ARD Inc. Rule of Law Project, Nepal worked in close consultation with CIAA Commissioners and Secretary to chalk out a 'Training for the Trainers' program with the following objectives:

## **Program Objectives**

1. Develop skillful and trained manpower in CIAA, NVC and LCF in the sphere of Anti-Corruption Community Education to strengthen their promotional roles in curbing corruption.
2. Establish an "Anti-Corruption Community Education Unit" under the Planning Division of CIAA to carry out awareness programs. The Unit will work as the focal point to coordinate and cooperate with NVC, other government agencies, NGOs and donor agencies.
3. Organize 'Training of Trainers' to develop core manpower in CIAA and NVC. The training program will include 20 officers:
  - a. 15 from CIAA,
  - b. 5 from NVC, and
4. The core manpower will function as resource persons to disseminate learning and experience to other officers of respective agencies and LCFs, hence promoting the transfer of knowledge and skills.

## **Program Dates and Venues**

The TOT program was carried out beginning from the evening of April 2 to 8, 2007 at Hotel Chautari Keyman, Nagarkot following a one-day Seminar at Hotel de 'l Annapurna on April 9,

2007. Thus, the program was launched for 7 days in three phases: (a) April 3-5 concentrated on methodology of teachings, (b) April 6-8 emphasized on teaching contents, and (c) April 9 a seminar with a focus on international perspectives, the theme paper was presented by Mrs. Bernadette Cook Liu Sau-fong, Program Coordinator from the Community Relations Department of Independent Commission Against Corruption, Hong Kong. Details of the TOT program are given in **Annex-I**.

## Resource Persons

For the first three days Mr. Khadga Adhikari and Mrs. Sati Shrestha from Training and Development Center ( T&D ) serve as resource persons for TOT. They concentrated on teaching methods for three full days. CIAA Commissioners Mr. Lalit Bahadur Limbu and Mr. Beda Prasad Shiwakoti, Ex-Chief Commissioner Surya Nath Upadhyay, Officiating Secretary Mr. Kumar Chudal, Joint Secretary Mr. Ratna Kaji Bajracharya, Dr. Narayan Manandhar of DANIDA, Mr. Mihir Thakur of ARD Inc. Rule of Law Project, Mr. Kedar Khadka of Pro-Public, and Mrs. Bernadette Cook Liu Sau-fong of ICAC, Hong Kong provided subject matters of anti-corruption community education for remaining days. **Annex-I** is self-explanatory for detailed descriptions.

## Trainees

The list of trainees is given in **Annex-II**. There were 20 participants - 15 from CIAA and 5 from NVC. 17 of them were male and 3 female officers.

### Participants by Rank and Gender

| CIAA     |           |          |           | NVC      |           |          |           |
|----------|-----------|----------|-----------|----------|-----------|----------|-----------|
| male     |           | female   |           | male     |           | female   |           |
| Class II | Class III |
| <b>7</b> | <b>6</b>  | <b>0</b> | <b>2</b>  | <b>0</b> | <b>4</b>  | <b>0</b> | <b>1</b>  |

### Participants by Service Category

| Agency       | Administration | Government Attorney | Law      | Engineer | Police   | <b>Total</b> |
|--------------|----------------|---------------------|----------|----------|----------|--------------|
| CIAA         | 7              | 4                   | 2        | 1        | 1        | <b>15</b>    |
| NVC          | 2              | 0                   | 0        | 1        | 2        | <b>5</b>     |
| <b>Total</b> | <b>9</b>       | <b>4</b>            | <b>2</b> | <b>2</b> | <b>3</b> | <b>20</b>    |

## Coordinators

Mr. Ratna Kaji Bajracharya, Joint Secretary of CIAA worked as the Program Coordinator. Other coordinators were Mr. Rudra Nath Bashyal from NVC, Mr. Mihir Thakur from ARD Inc. Rule of Law Project and Mr. Khadga Adhikari from T&D.

## Program Activities

### Monday, April 2, 2007

In the evening, trainers and coordinators traveled to Nagarkot from Kathmandu. Program coordinator Ratna Kaji Bajracharya welcomed all participants of TOT program. Program details were briefed to all participants. Information on food and lodging was provided. Discussions were made regarding the expectation and conduct of the training program. Coordinators and trainees actively participated in the discussion.

### Tuesday, April 3, 2007

1. **Mr. Khadga Adhikari** and **Mrs. Sati Shrestha** from Training and Development Centre led the introductory session. Both trainers introduced their organization (T&D) and themselves.
2. Trainees were instructed to portrait their picture to introduce themselves in an attractive way. All trainees played active role in this introductory game.
3. Both trainers highlighted the qualities of being a resource person in adult teaching.
4. In the second session the trainees were divided into four groups: a) public sector, b) private sector, c) civil society, and d) school/college. The detail of Group Division is given in **Annex-III**. The objective of dividing these groups was to deal the methodology and subject matters of TOT in more specialized and focused way, so that at the end of the day each group would be able to achieve best results for the targeted communities.
5. All sessions of the first day concentrated on identifying training need, training cycle, its importance and positive consequences, role of a trainer, designing, sampling, session planning and the group work. Learners' knowledge, group exercise, role play and question answer were applied.

### Wednesday, April 4, 2007

1. The second day of training began with famous saying, "An unexamined life is not worth living". A review was made of the previous day learning.
2. All four groups presented sample session plan they prepared for different communities. At the end of the presentation coordinators and trainees contributed to improve their planning activities.
3. In the second session trainees exercised with Mr. Adhikari and Mrs. Shrestha how to develop training materials and handouts, the appropriate time of distribution, and their effectiveness.
4. In the afternoon trainees learned from both resource persons regarding the methodology to raise awareness, change attitude, and transfer knowledge.

### Thursday, April 5, 2007

1. Both resource persons from T&D followed the schedule in describing problem solving methods, practicing lesson plan.
2. Trainees learned about using anecdotes, panel discussion, seminar, conference, pictures, role-play, simulations, movies, videos, computer, case studies, buzz groups etc. They also knew

the importance of visual aids, and evaluation and monitoring. Handouts were distributed to all trainees. Copies of the handouts are attached in **Annex-IV**.

3. The day was the close of 3 days TOT on methodology. At the end of the session, trainees evaluated on 3 days deliveries. The summary of the evaluation is given in **Annex-V**.

#### **Friday, April 6, 2007**

1. The day started with subjects materials of TOT program. **Mr. Ratna Kaji Bajracharya** presented a paper on "Planning for Community Awareness against Corruption: the Way Forward." Presenting different anti-corruption agencies model he highlighted the need for anti-corruption education in the Nepalese perspective. He also presented the perspectives of UN Tool Kit and ADB/OECD Anti-corruption Initiatives of Asia and the Pacific. At the end a group exercise was given. Participative learning was exercised during the class.
2. **Dr. Narayan Manandhar** facilitated the second session to highlight on "Choosing Appropriate Anti-Corruption Topics for community Education." Dr. Manandhar presented concepts, typologies, causes and consequences of corruption and described the need for community awareness program. He gave an exercise for the learners.
3. Based on previous presentation an open discussion was held. Trainees raised many issues on corruption and anti-corruption concept and anticipated problems during outreach program. **Dr. Manandhar** was assisted by **Ratna Kaji Bajracharya** and **Mihir Thakur** to respond the queries of the participants.
4. At the end **Mr. Kumar Chudal**, officiating Secretary of CIAA presented "Anti-Corruption Education: Some Best Examples from CIAA Investigation." He summarized the achievements of CIAA in promotional activities and its future priority.

#### **Saturday, April 7, 2007**

1. The first session was facilitated by **CIAA Commissioner Mr. Lalit Bahadur Limbu** on "Anti-Corruption Education for Community: The CIAA Priority". He elaborated the current promotional activities of CIAA and emphasized the need for changing priority for community education. He also cited many examples from Hong Kong and Thailand.
2. The second session was delivered by **CIAA Commissioner Mr. Beda Prasad Shiwakoti**. The topic was 'Anti-Corruption Education under the CIAA's LCF Guidelines.' Mr. Shiwakoti gave examples of India, Pakistan and Bangladesh to highlight the importance of anti-corruption education in the context of Nepal. He also focused the legal provisions of promotional activities which are mandatory to be carried out by CIAA. He explained the importance of awareness program in educating the communities to understand the roles and functions of CIAA properly and to enlist the public support in CIAA's anti-corruption drive.
3. In the afternoon **ex-Chief Commissioner Mr. Surya Nath Upadhyay** drew attention to "Why community awareness is necessary to control corruption." Based on his past experience Mr. Upadhyay opened a new horizon for anti-corruption community education on policy dialogue, public attentiveness on corruption issues, public scrutiny and access to information. He stressfully suggested that CIAA and NVC must endeavor to win public trust. Outreach program is the best means in achieving this end.

4. **Mr. Kedar Khadka** from Pro-Public was skeptical while presenting his paper on "Anti-corruption community education: how best to fight through advocacy." He opined that advocacy is the top job of civil society organizations and state agencies should confine to punitive aspects. The discussions were quite interesting during his class. Mr. Khadka was impressive to present various examples of bureaucratic corruption and nexus with political leaders, which eventually necessitates public awareness.

### Sunday, April 8, 2007

1. **Mr. Mihir Thakur**, Senior Anti-corruption Coordinator made clear that in Nepal CIAA and NVC should embark on anti-corruption community education through his presentation "Community education in the international perspectives." Mr. Thakur was remarkably exciting to describe the legal provisions and efforts made by Bangladesh, Bhutan, India, Sri Lanka, Pakistan, Australia, US, Hong Kong, Malaysia and Singapore. He also illustrated some examples from his exposure to many anti-corruption agencies of Asia Pacific Region.
2. **Mrs. Bernadette Cook Liu Sau-fong** joined the group in the second session. She made a video presentation of "The ICAC Hong Kong way of community education." She described the past history of Hong Kong where corruption was rampant before the inception of ICAC. The trainees were spellbound to listen her saying that ICAC through its three departments, i.e. Operation, Corruption Prevention, and community relations has been effective to apply the three-pronged approach to fight corruption. Mrs. Cook contented the trainees with highly structured answers to their queries.
3. As the trainees were divided into 4 groups each group exercised on planning the details of anti-corruption education and specifying the time, venue and methodology. Learning from the presentation of Mrs. Cook, the trainees prepared the plan with best possible abilities. **Mrs. Cook, Mr. Bajracharya** and **Mr. Thakur** facilitated to modify and improve the group exercise.
4. Available handouts of the lectures dated April 6 to 8 are enclosed in **Annex-VI**. The summary of the evaluation made by the trainees of these 3 days teaching is provided in **Annex-VII**.

### Monday, April 9, 2007

Banner: Anti-corruption Community Education Seminar

Organizer: Commission for the Investigation of Abuse of Authority

Sponsor: USAID/ARD Inc. Rule of Law Project Nepal

Venue: Hotel de 'I Annapurna, Durbar marg, Kathmandu

On behalf of CIAA, Joint Secretary **Mr. Ratna Kaji Bajracharya** welcomed all participants of this one-day seminar with a motto - "Let us fight against corruption honestly and earnestly." He welcomed all public officials, dignitaries and representatives of civil society organizations. The full text of welcome speech is given in **Annex-VIII**. He was the master of the ceremony.

**Mr. Mihir Thakur** of ARD Inc. Rule of Law Project presented a "context setting" paper on Anti-corruption Community Education. The message was clear that only legal action is not the complete solution. It should be combined with preventive measure and people's awareness.

Nepal has to make sincere effort to achieve the level of Hong Kong, Malaysia and Australia. Attempts of some NGOs are laudable. But they are not sufficient and government agencies like NVC and public anti-corruption body like CIAA should heighten their efforts in all fronts. His paper is enclosed in **Annex-IX**.

**Mrs. Bernadette Cook Liu Sau-fong, Regional Officer of Community Relations Department of Independent Commission Against Corruption, Hong Kong** was the attraction of the day. She presented the theme paper for the seminar. With her 26 year experience in ICAC, she started the history of bad old days in Hong Kong and the establishment of her organization in 1974. Within a 30 years period Hong Kong, as a corruption free economy, has been successful to score as the second in Asia and fifteenth in the world. ICAC was backed by strong government commitment and became effective to fight against corruption with three-pronged strategy of education, prevention and legal action. She also elaborated the functions of three departments of ICAC, i.e., Operation Department, Corruption Prevention Department and Community Relations Departments. The main theme of her presentation can be summarized in the following way:

- Legal action against corruption should be directed to ambush 'big fish'.
- Prevention should be initiated with the partnership of government agencies.
- The mission of anti-corruption education is to educate the people against the evil of corruption and to enlist the public support.
- The objective of community education is to build positive value of society, to clean the culture and to enhance people's participation. It is a quiet revolution to crack corruption.
- It is necessary to educate the people to keep politics clean. Only after cleaning the politics corruption can be controlled.
- Face-to-face contact and tailored made programs are effective to reach the community.
- Young generation including school/college students must be educated about the evils of corruption.

She presented some fact and figures, cartoons, video clippings prepared by ICAC to educate different target groups including kindergarten, primary level and tertiary level students. She highlighted the importance of political commitment, which is favorable in Hong Kong, to fight against corruption. She demonstrated some anti-corruption materials produced by ICAC and Hong Kong Ethics Centre. She informed about the formation of ICAC Club voluntarily. From her presentation CIAA may also learn to replicate many successful ICAC experiences. The detail of her presentation is attached in **Annex-X**.

Interaction started following **Mrs. Bernadette Cook's presentation**. She responded to many queries put forward by Mr. Surya Nath Upadhyay, ex-Chief Commissioner of CIAA, Dr. Narayan Manandhar of DFID, Mr. Kedar Khadka of Pro-Public, Mr. Banshi Dhar Ghimire of INLOGOS, Mrs Ranju Thakur, Mr Khadga Adhikari of T&D, Mr. Govinda Das Shrestha and Mr. Mihir Thakur of ARD and etc.

The seminar discussion was complemented by **Commissioner Mr. Lalit Bahadur Limbu** highlighting the CIAA activities to move forward in the direction of community education to boost the moral values, thereby increase transparency and accountability. At the end of his speech he also underlined the future course of action of CIAA to be directed towards preventive and promotional activities.

Certificates were distributed to all 20 TOT trainees. Before closing views were presented by **Mr. Bishwa Nath Dhakal**, a trainee of TOT, **Mr. Khadga Adhikari**, trainer of TOT and **Mr. Govinda Das Shrestha**, Deputy Chief of Party of ARD Inc. Rule of Law Project. **Ms. Laila M. Abu-Gheida** presented her speech on behalf of USAID. The seminar was concluded by the chair, **Mr. Kumar Chudal**, officiating Secretary of CIAA with a remark of CIAA's future plan to embark in community education. The seminar was followed by refreshment and dinner. The list of the participants is given in **Annex-XI**.

## **MRS. BERNADETTE COOK VISIT'S CIAA**

In the morning when arriving from Nagarkot and prior to Annapurna Seminar, Mrs. Bernadette Cook visited CIAA. She was warmly welcomed by CIAA Commissioners and other office staff. A formal reception was held. Commissioners Mr. Lalit Bahdur Limbu, Mr. Beda Prasad Shiwakoti and visiting guest Mrs. Cook expressed a few words relating to mutual cooperation in effort to fight against corruption. Souvenirs were presented to Mrs. Cook. She also presented ICAC souvenir to CIAA. It was the first occasion that an official from ICAC visited CIAA.

## **The Way Forward**

The weeklong TOT and Seminar obviously was instrumental to learn the tools and techniques of anti-corruption community education. It was the greatest opportunity for the participants to be familiar with ICAC experiences. All participants listened to and interacted with Mrs. Bernadette Cook for 2 days. With 26 years experience in ICAC, she was able to present with empirical examples.

The TOT not only enhanced knowledge and skills of 15 CIAA and 5 NVC officers, it also motivated them to explore new avenues in controlling corruption.

CIAA and NVC policy now has to be redirected with more focus on educating people on the evils of corruption and to enlist their support in the agencies' anti-corruption initiatives. Many more programs have to be lunched by CIAA and NVC requiring financial and human resources to achieve this goal.

This program can be outreached through institutional arrangement envisioned by CIAA, USAID and ARD via Local Coordination Forums, which have already been formed in Morang, Parsa, Kaski, Banke and Kailali districts. The NVC attempt to replicate LCFs and institutionalize them in other districts can be supportive to CIAA/USAID/ARD initiatives. However, both CIAA and NVC should be serious to hold this movement in a sustainable way.

After all, it is just a start. We have a long way to go. The USAID support to the Government of Nepal in this direction can be a breakthrough to raise zero tolerance against corruption and strengthen corruption free governance for responsive democracy. Therefore, this quiet revolution must be continued.

## **Acknowledgement**

We highly appreciate Mr. Ratna Kaji Bajracharya, Joint Secretary of CIAA for his valuable contribution in the successful completion of this program from beginning to the end. Similarly, we acknowledge Mr. Bajracharya and Mr. Rudra Nath Bashyal, Under Secretary of NVC for their contribution in writing this report.

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