



**Participatory Action  
against Corruption  
Towards Transparency and  
Accountability  
(PACTA)**

**Annual Operational Plan (AOP)  
2022**



**Transparency International Bangladesh (TIB)**  
**Matrix for the result based PACTA**  
**Annual Operational Plan 2022**

Results	Indicators	Targets 31/12/22	Base line 1/1/2 2	Activities	Resp. Department/ Unit along with responsible person/position			Budget (in BDT)	Remarks (Divisions/ Units)
					Key Deliver y Roles	Super vision Roles	Strategi c Support		
<b>Outcome 1: Citizens including poor and marginalised women and men collectively demanded and accessed corruption-free service and entitlements</b>									
<b>Output 1.1: Citizen groups, with a focus on women and marginalised groups are mobilised for anti-corruption actions and improved service delivery</b>									
	Indicator- 1.1.1: Number of ACG formed	45		Vulnerable Stakeholder mapping	AC- CCC	CC	CR	3,037,888	Civic Engagement
		1		Development of questionnaires on the profile of the ACG members	CR+AC D	DCE	DCE	2,848,973	Civic Engagement
		180		Formation of ACG	AC- CCC	CC	CR	4,156,703	Civic Engagement
		1		ACG operational guideline development and printing	CR+AC D	DCE	DCE	3,066,928	Civic Engagement
		45		Institutional Mapping	AC- CCC	CC	CR	2,848,973	Civic Engagement
		1		Code of Conduct for ACG	CR+AC D	DCE	DCE	-	Civic Engagement
	Indicator- 1.1.2: Number of ACGs functioning as grass-root anti-corruption units	900		Community monitoring	AC- CCC	CC	CR	-	Civic Engagement
		1080		Community action meeting	AC- CCC	CC	CR	5,202,888	Civic Engagement
		540		Advocacy meeting with respective authority by ACG	AC- CCC	CC	CR	3,241,292	Civic Engagement
	Indicator- 1.1.3: Number of stakeholders trained for actively involved in anti-corruption activities and solutions	2		Revision and printing of CCC manual and YES operational guideline	CR+AC D	DCE	DCE	5,915,901	Civic Engagement
		45		Stakeholder Mapping	AC- CCC	CC	CR	3,138,990	Civic Engagement
		45		Reformation of CCC	AC- CCC	CC	CR	2,979,746	Civic Engagement
		45		Reformation of YES	AC- CCC	CC	CR	3,045,132	Civic Engagement
		3		Operational Manual for CCC, YES and ACG	CR+AC D	DCE	DCE	-	Civic Engagement
		90		Project Orientation for CCCs and YES	CC	CR	DCE	3,241,292	Civic Engagement
3			Publications and IEC/Promotional Materials (Brochure for Health, Education, Land, Environment, Construction, Social Protection)	ACD+C R	DCE	DCE	3,284,883	Civic Engagement	
180		Training on Anti- corruption social	AC- CCC	CC	CR	4,156,703	Civic Engagement		

Results	Indicators	Targets 31/12/22	Base line 1/1/22	Activities	Resp. Department/ Unit along with responsible person/position			Budget (in BDT)	Remarks (Divisions/ Units)
					Key Delivery Roles	Supervision Roles	Strategic Support		
				movement for ACG					
		45		Training for YES including Dhaka YES on the use of the App and online software	AC-CCC+C C+ACD	CR	DCE	5,894,105	Civic Engagement
		2		Capacity building of Dhaka YES {(on NIS, SDGs, RTI Act, 2009), (Leadership, Ethic Education, DSA, Gender & Governance, volunteerism etc.)}	ACD	CR	DCE	2,864,956	Civic Engagement
		45		Training for ACG members on Community Monitoring using PACTApp	AC-CCC+C C	CR	DCE	3,502,838	Civic Engagement
	Indicator-1.1.4: Number of citizens' engaged in anti-corruption activities (including core actors)	45		Project Inception Meeting with local level authorities	AC-CCC	CC	CR	4,156,703	Civic Engagement
		48		Satellite campaign (RTI + others)	AC-CCC	CC	CR	3,267,447	Civic Engagement
		45		Community Mobilization (Citizens' gathering, campaign etc.)	AC-CCC	CC	CR	6,077,564	Civic Engagement
		225		Campaign focusing the day observance (IWD, WHD, WWD, International Youth Day, Environment day, Literacy day, RTK, IACD) and COP	AC-CCC	CC	CR	5,464,434	Civic Engagement
		1080		Engagement with sub-committees (YES, Health, Education, Land, Construction, Environment, Gender, AI-Desk, etc.)	AC-CCC	CC	CR	3,437,452	Civic Engagement
		45		Information Fair	AC-CCC	CC	CR	9,387,626	Civic Engagement
		6		National Level awareness and mobilization events focusing on Youth	ACD	CR	DCE & DOC	7,879,591	O&C
		540		Engagement with CCCs	AC-CCC	CC	CR	3,633,611	Civic Engagement
		540		Engagement with YESs	AC-CCC	CC	CR	4,418,250	Civic Engagement
		90		Coordination between ACG and YES member	AC-CCC	CC	CR	3,241,292	Civic Engagement
		180		Coordination meeting with CCCs and YES	AC-CCC	CC	CR	3,633,611	Civic Engagement
		1		CCC President, Vice-president meeting	CR	DCE	DCE	2,863,503	Civic Engagement
		90		Coordination between ACG and CCC member	AC-CCC	CC	CR	3,175,905	Civic Engagement

Results	Indicators	Targets 31/12/22	Base line 1/1/22	Activities	Resp. Department/ Unit along with responsible person/position			Budget (in BDT)	Remarks (Divisions/ Units)
					Key Deliver y Roles	Super vision Roles	Strategi c Support		
		45		Special initiatives by CCC	AC-CCC	CC	CR	4,156,703	Civic Engagement
		45		Special initiatives by YES	AC-CCC	CC	CR	4,156,703	Civic Engagement
		96		Engagement with Dhaka YES	ACD	CR	DCE	3,127,955	Civic Engagement
		9		Outreach and campaign by Dhaka YES (Debate, quiz, webinar, seminar, day observance, discussion etc.)	ACD	CR	DCE	2,979,746	Civic Engagement
		16		Special initiatives by Dhaka YES (AI-desk, RTI, different competition etc.)	ACD	CR	DCE	3,313,944	Civic Engagement
		3		Engagement with YPAC	AC	CR	DOC	3,391,953	O&C
		6		Engagement with TIB Members	AC	CR	DOC	3,435,544	O&C
<b>Output 1.2: Issues identified through systematic use of App based community monitoring and other interventions</b>									
	Indicator-1.2.1: Number of tools developed for app based monitoring	5		Development of theme (Education, Health, Land, Environment, Construction, Social Safety Net) based problem trees	CR	DCE	DCE	2,848,973	Civic Engagement
		TBD		Development and entry of questionnaires related to the baseline (Qba) and the key information (Qki) of the monitored locations into the database	CR	DCE	DCE	2,848,973	Civic Engagement
	Indicator-1.2.2: Number of trained ACG members using PACTApp	360		Use of PACTApp by trained ACG members	AC-CCC	CC	CR	3,790,539	Civic Engagement
	Indicator-1.2.3: Number of reports shared with stakeholders	TBD		Report generation on collected data (problem identification and fixing etc.)	AC-CCC	CC	CR	2,848,973	Civic Engagement
		540		Advocacy meeting with respective authority by CCC	AC-CCC	CC	CR	3,241,292	Civic Engagement
<b>Outcome 2: Corruptions are reduced in targeted institutions and sectors by reforms in laws, policies, processes and practices</b>									
<b>Output 2.1: App-based monitoring and research programme operational</b>									
	Indicator-2.1.1: Number of PACTA data-based sectoral reports	3		Generate Sectoral Baseline Report (Land, Education, Health)	RA, RF, Data Analyst	SRF, DRP	DRP	989,728	R&P+CE

Results	Indicators	Targets 31/12/22	Base line 1/1/22	Activities	Resp. Department/ Unit along with responsible person/position			Budget (in BDT)	Remarks (Divisions/ Units)
					Key Delivery Roles	Supervision Roles	Strategic Support		
	generated								
	Indicator-2.1.2: Number of research reports produced	14		Conduct research to identify governance challenges in different sectors and institutions	RA, RF, Data Analyst (DA), SRF	SRF, DRP	DRP	<del>55,308,735</del> 4,342,890	R&P
<b>Output 2.2: National policies influenced</b>									
	Indicator-2.2.1: Number of advocacy materials developed	24		Dissemination of policy stances on governance issues and others	AC-O&C	CR	DOC/ED	3,203,059	O&C
		10		Development & Dissemination of Policy brief on NIS and targeted ministries/institutions	AC-O&C	CR	DOC/ED		O&C
		14		Development of rejoinders, rebuttals, and other advocacy materials	AC-O&C	CR	DOC/ED		O&C
	Indicator-2.2.2: Number of advocacy initiatives taken to influence policies	1		Roundtable/Seminar/dialogue/discussion meeting at national level for advocacy					O&C
		4		Consultation meeting with the policy stakeholders					O&C
		60		Issue-based engagement with respective authorities based on report corruption initiative	AC-O&C	CR		3,781,088	O&C
		58		Press conference/ media briefing/roundtable at national level (report release, events, media monitoring etc.)	AC-O&C	CR		4,050,695	O&C
<b>Outcome 3: Anti-corruption civic movement strengthened in Bangladesh with TIB's organisational evolution as a catalyst and collaborator</b>									
<b>Output 3.1: Stakeholders engaged through institutional collaboration and networking</b>									
	Indicator-3.1.1: Number of institutional collaboration and networking	47		Event based partnership/joint initiatives and networking programme (initiative with local administration, Cabinet Division, Law Reporters Forum and others)	AC-CCC	CC	CR	2,848,973	Civic Engagement

Results	Indicators	Targets 31/12/22	Base line 1/1/22	Activities	Resp. Department/ Unit along with responsible person/position			Budget (in BDT)	Remarks (Divisions/ Units)
					Key Delivery Roles	Supervision Roles	Strategic Support		
		2		Event based partnership/joint initiatives and networking programme (initiative with local administration, Cabinet Division, Law Reporters Forum and others)	AC-O&C	CR	DOC	4,365,486	O&C
		4		Issue based partnership and networking programme (ACC, Information Commission, SDG Platform BD, RTI Forum, Land, Education, Health, environment, LNOB and others)	AC-O&C	CR	DOC	4,714,214	O&C
	Indicator-3.1.2: Number of stakeholders reached through collaboration and network	61		Production of anti-corruption infographics, audio visuals and TVCs	DC (Audio Visual Team)	CR	DOC	3,638,969	O&C
		50		Website and issue based social media campaign	AC-O&C	CR	DOC	4,801,396	O&C
		35		Publications and IEC/Promotional Materials	AC-O&C	CR	DOC	7,496,774	O&C
		5		Investigative journalism training & fellowships	AC-O&C	CR	DOC	6,254,430	O&C
		27		Citizens engagement through campaign at national level	AC--O&C	CR		4,335,280	O&C
		5		Capacity development initiative for selected authority on NIS, SDGs, RTI etc.	AC	CR	DOC	7,670,955	O&C
<b>Output 3.2: TIB's organisational capacity enhanced</b>									
	Indicator-3.2.1: TIB's staff performance appraisal procedure aligned with PACTA	178		Staff recruitment with required competency for PACTA	AC HR&OD	DC HR&OD	CR	16,559,370	HR&OD
		8		Orientation on TIB's vision, mission, code of conduct and core functions	AC HR&OD (Training)	DC HR&OD (Training)	CR		HR&OD
		1		Upgrade performance appraisal format in line with emerging organisational demands	AC HR&OD	DC HR&OD	CR		HR&OD
		1		Set-up and monitor staff supervision system	AC HR&OD	DC HR&OD	CR		HR&OD
		1		Training for supervisors in using the staff appraisal system	AC HR&OD (Training)	DC HR&OD (Training)	CR		HR&OD

Results	Indicators	Targets 31/12/22	Base line 1/1/22	Activities	Resp. Department/ Unit along with responsible person/position			Budget (in BDT)	Remarks (Divisions/ Units)
					Key Delivery Roles	Supervision Roles	Strategic Support		
						ng)			
		10		Need-based and relevant training for TIB staff	AC HR&OD (Training)	DC HR&OD (Training)	CR		HR&OD
		As and when required		Provide mentoring, counselling and motivational services	AC HR&OD	DC HR&OD	CR		HR&OD
		1		Training evaluation	AC HR&OD (Training)	DC HR&OD (Training)	CR		HR&OD
	Indicator-3.2.2: Knowledge Management & Learning (KML) upskilling by strengthening Monitoring, Evaluation & Learning (MEL) and Management Information System (MIS)	01		Develop/update the MEL Strategy	CR	AEM		19,746,534	MEL
		01		Design/update RCF	DC-MEL	CR	Director s		MEL
		01		Develop MEL framework	CR-MEL	CR	AEM		MEL
		01		Design, develop and implement MIS web apps software modules aligning with PACTApp	DC-MIS	CR	DC-MEL, Director s, AEM		MEL
		01		Prepare the Standard Operating Procedures (SOP) of MIS	DC-MIS	CR	AEM, DC-MEL		MEL
		01		Design, develop and implement the initial MIS Dashboard Reporting System	DC-MIS	CR	AEM, DC-MEL, Director s		MEL
		01		MIS web server and database administration	DC-MIS	CR	AEM, DC-MEL, Director s		MEL
		TBD		Provide technical support to end user for smooth operation of MIS applications	DC-MIS	CR	AEM, DC-MEL, Director s		MEL
		TBD		Develop MEL tools for data collection and reporting	DC-MEL	CR	Director s		MEL
		TBD		Develop VfM matrix/tools based on RCF	DC-MEL, DC-F&A	CR	Director s		MEL
		1		Conduct training/orientation on MEL, DQA and MIS	DC-MEL, DC-MIS, HR&OD	CR	AEM		MEL
		TBD		Develop tools and capture lessons learned	DC-MEL	CR	Director s		MEL

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					Key Deliver y Roles	Super vision Roles	Strategi c Support			
		01		Sharing meeting across the divisions/unit to fine-tuning the lessons learned	DC-MEL	CR	Director s		MEL	
		TBD		Regular DPs reporting	CR	AEM	Director s		MEL	
		TBD		Regular PACTA monitoring and reporting	DC-MIS, MEL	CR	Director s		MEL	
		TBD		PACTA program component's assessment and reporting	DC-MIS, MEL	CR	AEM		MEL	
	Indicator-3.2.3: Up-to-date IT driven operations		1		Setup, configure, update and maintenance of on-premises Data Center with necessary tools, equipment and services	AC, Data Manage r-IT	CR-IT	CR-IT	17,819,956	IT
			4		Setup, configure, update and maintenance of cloud based servers & applications with necessary tools, equipment, services	AC, Data Manage r-IT	CR	CR-IT		IT
			1		Development and implementation of PACTApp	AC, Data Manage r-IT	CR	CR-IT		IT
			1		Development and implementation of HRMS	AC, Data Manage r-IT	CR	CR-IT		IT
			1		Development and implementation of Accounting software	AC, Data Manage r-IT	CR-IT	CR-IT		IT
			1		Development and implementation of API application	AC, Data Manage r-IT	CR	CR-IT		IT
			36		Maintenance of PACTApp, HRMS, accounting software, API applications	AC, Data Manage r-IT	CR	CR-IT		IT
			12		Ensure utmost availability of entire IT system	AC, Data Manage r-IT	CR	CR-IT		IT
			12		Develop, implement and maintenance of a disaster recovery system.	AC, Data Manage r-IT	CR	CR-IT		IT
			TBD		Provide adequate support to end users for smooth operation of IT based activities.	AC, Data Manage r-IT	CR	CR-IT		IT

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					Key Delivery Roles	Supervision Roles	Strategic Support		
		12		Ensure uninterrupted internet connectivity (LAN and WAN) of head office and field offices	AC, Data Manager-IT	CR	CR-IT		IT
		TBD		Maintenance and update of all required IT equipments and devices	AC, Data Manager-IT	CR-IT	CR-IT		IT
		9		Ensure proper license and subscription of IT related services.	AC, Data Manager-IT	CR	CR-IT		IT
<b>Output 3.3: TIB's financial resource based gradually expanded</b>									
	Indicator-3.3.1: Strategy for expanding financial resource based developed and initiated	-		Form an internal task force with selected staff to design partnership approach and strategies.					EMT
		-		Develop a long-term strategy document based on which potential development partners are approached.					EMT
		TBD		Explore potentials of providing expert services/consultancies in the field of governance and anti-corruption.					EMT
				Total Year 1 Budget (in BDT)				<b>330,792,121</b>	

### Remarks on this matrix

- Starting from the PACTA log frame and the draft Departments' work plans this matrix can be filled
- Indicators and targets are meant to provide focus to the activities
- The base-line provides information on the gap to be filled during 2022. This is not always possible, in that case fill in 'not applicable' (NA)
- The activities (indicative lists already available in the logframe) will need to clearly show relevance towards the output achievement. Activities are also time-bound, some will take more others less time, and others are intermittent. Provide a bar-chart for each activity in a separate matrix.
- Most likely there will be activities for which more than one unit is responsible. This is a sign that coordination needs to take place
- MEL and EMT will need to check if the lists of activities are feasible, e.g. not conflicting in time (sequencing) or too much work in certain periods
- Adding the budget (=costing the activities) is the key towards result-based budgeting and a resource for the 'value for money' discussion.
- Of course this matrix is not the entire TIB/PACTA budget. All regular recurrent and capital expenses need to be added, like equipment, salaries, rent, office operation, etc.