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ROYAL GOVERNMENT OF BHUTAN  
ANTI-CORRUPTION COMMISSION

"NATION'S CONSCIENCE"  
THIMPHU, BHUTAN

ACC/PREVENTION-02/2006/216

October 13, 2006

To,

Honorable Deputy Minister, NEC,  
Chief Election Commissioner of Bhutan, Election Commission,  
Honorable *Kalyon*, RAC,  
Auditor General, RAA,  
Attorney General, OAL,  
Secretaries (including *Dratshang*),  
Heads of Armed Forces,  
*Drangpoen*,  
*Dzongdag*,  
Chairpersons DYT & GYT,  
Heads of Autonomous Organizations,  
CEOs of Corporations & Financial Institutions,  
General Secretary, BCCI,  
Heads of other Business Associations, and  
Heads of NGOs

**Sub: Organizational Management**

Dear Sirs(s) and Madam(s),

The establishment of the Anti-Corruption Commission by His Majesty and HRH Trongsa Penlop's zealous drive against fighting complacency, dishonesty and corruption have generated greater public awareness of forms, extent, causes and costs of corruption. The political will appears to be fostering the much desired synergy of collective effort in addressing corruption in our system and society. At least people are now talking about it.

We feel that it is our duty to share our experiences with Sirs and Madams, as leaders of our great country. Our concerns should not be misconceived as interference. Besides, it is neither our desire nor our modus operandi to burden ourselves with the ministries' and agencies' administrative and management matters. Sirs and Madams are totally responsible for the success or failure of your organizations.

Corruption in Bhutan has become systemic and a norm as it has low risks and high gains. The nature of complaints (generally found to be true) that we have received till date range from illegal land transaction, abuse of tax and trade policies, malpractices in licensing, discriminate enforcement of laws, nepotism, collusion, forgery, embezzlement, misuse of public properties to false claims. These, we believe are largely symptomatic of inherent weaknesses particularly in the organizational management and generally in the system. A culture of impunity and despair prevail in most agencies – public and private.

Further, from our interactions with a cross section of people –young and old in 13 Dzongkhags and 25 schools & institutes, the following are generally perceived as causes of corruption: (i) concentration of powers, (ii) undefined discretionary powers, (iii) weak or non-existent check and balance, (iv) poor transparency, (v) restricted access to information, (vi) lack of accountability, (vii) unclear rules and procedures, (viii) elaborate regulatory systems, (ix) weak oversight and enforcement, (x) patronage and (xi) high tolerance for corruption.

There is certainly no contention that the major actor against corruption should be the government itself; it has to spearhead the fight. Therefore, Madams and Sirs have a critical role in enhancing organizational efficacy and dynamism, in fulfilling the Royal Government's good governance policies and ultimately GNH. Public confidence will grow if they see that the government is sincere in its good governance and anticorruption drive if only we all ACT and not TALK. Its sincerity has to manifest in the values that the ministries, agencies -public and private espouse, quality of services that they deliver to the people and actions that they mete out against corrupt officials.

A simple and specific issue that we wish to highlight this time is RECORD KEEPING, particularly related to fund management, asset & goods inventories and decisions taken, which is unarguably weak in our system. Last few months of our investigation experience reconfirms it. Poor and missing records have seriously hampered speedy investigation. There is no doubt that proper maintenance of records is an important aspect of organizational administration and management. We wish to submit that **if records are missing or unprofessionally maintained in any ministry or agency, its head and the dealing staff member will be held responsible.** Therefore, we shall appreciate if **Sirs and Madams could instruct your staff to maintain all records professionally.** Ministries and agencies have to take proactive measures in enhancing professionalism, efficiency, transparency and accountability.

Leaders make a difference and we hope that Sirs and Madams will make that difference. Integrity and incorruptibility of leaders at all levels is critical. With the strong political will, demonstrated by Sirs' and Madams' clear personal examples, stringent and indiscriminate enforcement of laws and strong action against corrupt people, corruption can be minimized sooner than later.

We are hopeful that curbing corruption through enhancement of professionalism, efficiency, transparency and accountability features as an important agenda of Sirs' and Madams' daily work. There should be expressed commitment that translates to action bringing about tangible impact. **As a follow up of activities 187-204 of the GG+ Report, we look forward to hearing from you on the significant initiatives that Sirs and Madams have taken in your organizations by December 31, 2006.**

Let us continue to work together in fulfilling people's aspiration for a cleaner, stronger and a more responsive government !!!

With warm regards,

Yours sincerely,

  
(Neten Zangmo)  
Chairperson

**Copy to:**

1. Honorable Prime Minister, c/o Ministry of Foreign Affairs, Gyalong Tshogkhang.
2. Honorable Chief Justice, Royal Court of Justice, Thimphu
3. Honorable Speaker, National Assembly, Gyalong Tshogkhang.
4. Hon'ble Members of the Council of Ministers.
5. Secretary, Royal Secretariat, Tashichodzong.
6. Secretary, HRH Trongsa Penlop's Secretariat, Tashichodzong.
7. Secretary, Cabinet Secretariat, Tashichodzong.
8. President, BCCI, Thimphu