United Nations Development Programme

Anti-corruption Advocacy Campaign

Campaign Document

Title:	Champion Integrity Today
Implementing partner/agency:	UNDP Bangladesh
Donor:	The Government of Denmark
Estimated start date: 01/02/2006	**Estimated end date:** 31/01/2008
Management arrangement:	Direct Execution (DEX)

The Government of Denmark will provide DKK 2,552,600 (equivalent to approx. US$ 420,420) to UNDP Bangladesh to execute the campaign

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Brief Project Description

In 2005, Transparency International ranked Bangladesh as the most corrupt country of 133 surveyed for the fifth year in a row, again highlighting a widespread problem that is impeding the nation's ability to achieve progress.

The nation's consistently low ranking is a source of concern to the international community and of embarrassment to the Government of Bangladesh. Meanwhile, for ordinary citizens, the ranking confirms a widely held belief that corruption is rampant in the public sector -- which dominates the national economy – especially among civil servants, police and the judiciary (Transparency International, 2005).

Experience from other countries has shown that the most successful action against corruption is home grown (World Bank, 2002). Prominent non-government organizations are working with community groups to foster awareness and a demand for more transparent governance, yet few similar efforts are directed towards the public sector in Bangladesh. This campaign seeks to make space for concerned civil servants to voice their opinions and put forward solutions. It also seeks to inspire by showcasing innovations against corruption applied by leading public managers.

This campaign will be implemented as Bangladesh prepares for a national election, which provides an excellent opportunity for voters to tell their leaders what action they want to see taken against corruption. A survey of voters will be conducted and the results presented to Members of Parliament.

Parallel to these efforts, concerted media advocacy, publicity and outreach activities will aim to educate civil servants, members of parliament, business and religious leaders, youth, as well as donor country representatives about simple doable actions they can undertake to 'Champion Integrity Today.'

Signed by (Donor): _____   Date 25/1/06

Signed by (UNDP) _____   Date 25-01-06

Champion Integrity

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A campaign to foster action against corruption in Bangladesh

Executive Summary

In 2005, Transparency International ranked Bangladesh as the most corrupt country of 133 surveyed for the fifth year in a row, again highlighting a widespread problem that is impeding the nation's ability to achieve progress.

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Situation Analysis

"Corruption hurts the poor disproportionately by diverting funds intended for development, undermining a government's ability to provide basic services, feeding inequality and injustice, and discouraging foreign investment and aid".

Kofi Annan, United Nations Secretary-General

In its resolution 55/61 of 4 December 2000, the General Assembly recognized the need for an effective international legal instrument against corruption, independent of the United Nations Convention against Transnational Organized Crime (resolution 55/25, annex I) and decided to establish an ad hoc committee for the negotiation of such an instrument. The Convention approved by the Ad Hoc Committee was adopted by the General Assembly by resolution 58/4 of 31 October 2003.

The UN Convention Against Corruption does not only establish a consensus on the definition and necessary instruments to prosecute and punish corruption, but also places a strong focus on corruption prevention. Signatory states have agreed that raising the awareness of civil servants towards the risks of corruption inherent in their work, to promote public servants codes of conduct, and to raise public awareness of corruption are all necessary ingredients in the fight against corruption.

The United Nations Development Programme (UNDP) is mandated to promote good governance and recognizes that minimizing corruption is critical to reduce poverty and promote social and people-centred sustainable development. This campaign proposal aims to prevent corruption by fostering awareness of and public debate on this issue, disseminating information on what people can do to curb corruption, and showcasing success stories.

In 2005, Transparency International ranked Bangladesh as the most corrupt country of 133 surveyed for the fifth year in a row, again highlighting widespread corruption that is impeding the nation's ability to achieve progress.

The nation's consistently low ranking is a source of concern to the international community and of embarrassment to the Government of Bangladesh. Meanwhile, for ordinary citizens, the ranking confirms a widely held belief that corruption is rampant in the public sector; one citizen commented: "The Government has nationalized corruption." (Transparency International, 2005). Officials, citizens, and people in business feel there is little that can be done to counter it.

Currently, just under half the population of Bangladesh live below the national poverty line (UNDP, 2005). In 2000, the Government pledged to reduce this percentage to 29.4% of people by 2015 (UNDP, 2005). This target is unlikely to be met if pervasive corruption in the public sector persists in disabling the administration's ability to uphold law and order, and from efficiently delivering basic social services.

Presently the 'culture of secrecy' prevailing in the Bangladesh Public Sector provides a conducive environment for corruption to thrive (World Bank, 2002). Outdated rules and regulations and the absence of a law that guarantees access to information sustain this environment. Nevertheless, 'Islands of Integrity' exist within the public sector, yet the innovations adopted by these departments, institutions and their leaders to reduce corruption remain largely obscured (World Bank, 2002).

While a number of non-government organizations in Bangladesh are working with civil society and village-based communities to foster public demand for more transparent government, few such efforts have been directed towards the national administration or to create a national debate on the issue. UNDP believes that civil servants' attitudes and dispositions should also be addressed, and aims to do this by showcasing success stories and finding reform champions in whose agencies the debate can start. Additionally, doable actions that individual civil servants can undertake to curb corruption in their own spheres of influence would be identified and promoted. The aim is to generate open discussion on the issue of corruption, and to break the fatalistic attitude: "that's the way things have always been and will always be," both for public sector officials and other "campaign publics", namely: members of parliament, business leaders, religious leaders, youth, and donors.

UNDP is uniquely placed to advocate for greater transparency within the national administration. Its neutrality has allowed it to work on sensitive governance areas with the government of Bangladesh and it runs reform initiatives whose effects are complementary to this campaign with key government institutions including: Parliament, the Ministry for Law and Justice, the Ministry of Home Affairs, and national Civil Service Training Academies.

Research

The research undertaken to develop this proposal can be summarized as follows:

- Assessment of archival information related to topic area. Review of reports, government strategy papers, project documents related to governance.

- Assessment of anti-corruption campaigns already underway in Bangladesh. Interviews with leading non-government organizations active in this area, including: Transparency International and Manusher Jonno.

- Informal conversations with business owners, officials, journalists, and members of civil society.

- Archival review of UNDP project documents, strategy papers, and discussions with officials to ascertain extent of the organization's comparative advantage to advocate for action against corruption.

Key findings

- There is a strong will to see Bangladesh move from the bottom of Transparency International's Corruption Perception index.
- Non-government organizations are conducting extensive campaigns among communities and the general public to raise awareness and foster greater demand for transparent government, yet few such efforts are directed towards the public sector.
- Despite the difficult circumstances, *"Islands of Integrity"* do exist within the Bangladesh public sector, but the innovations applied by managers are not well known, nor understood.
- The working culture within the civil service is conducive to corruption and offers little space for discussion about contentious issues.
- Ordinary citizens believe the public sector in Bangladesh is very corrupt, especially the judiciary and police.

Further research recommended prior to the campaign

- A sample survey conducted among the *"seven campaign publics"* to zero-in on key concerns related to corruption, possible motivators for attitudinal change (i.e. doable actions), and to serve as a benchmark to measure progress in the perceptions on corruption. The survey would also identify reform *"champions"* in whose

institutions/agencies workplace discussion groups could be set up, and define operational modalities for these groups.

- Archival and descriptive research conducted to document known 'Islands of Integrity,' and to identify additional 'best practices'.
- Focus group discussions with representatives of each campaign public to articulate and test message sets for each group (i.e. doable actions).
- Descriptive research (observation and interviews) into public sector working environments in Bangladesh. Descriptive study on the 'anatomy' of corruption.
- Further discussions with non-government organizations, donors and international bodies to explore campaign coalitions, tie-ins and trade-outs.

Campaign Proposal

Goal

To foster action against corruption within the Bangladesh public sector (overall objective) by promoting open discussion on the issue, disseminating information on what individuals can do to curb corruption, and showcasing "Islands of Integrity" (specific objectives).

Specific objectives

1. Three doable actions for each of the seven campaign publics identified by March 2006. Actions promoted among the campaign publics so that at least 50% of group have seen and understood the actions by December 2007.

2. 25 linked 'workplace discussion clubs' established by July 2006, and 75 by October 2007.

3. At least 10 'island of integrity' identified and promoted so they are known to at least 50% of the target publics by November 2007.

4. In the lead-up to the next national election, to foster widespread public debate (substantive articles or broadcasts to appear fortnightly) about desired action against corruption.

Publics

<u>Primary Publics</u>

- **Civil Servants**

This group is responsible for the functioning of the Government Administration. Action against corruption by this group would improve the delivery of basic social services and expedite Bangladesh's progress. The Judiciary and police force, especially the lower-level officials, are considered to be the most corrupt in Bangladesh (Transparency International, 2005). Action against corruption by these groups would inspire public trust that corruption was being tackled.

The best possible entry point for this purpose will be UNDP's existing project with the Ministry of Establishment and BPATC called "Developing Civil Service Capacity for the 21st Century Administration".

- **Members of Parliament**

This group constitute the political leadership of the country. They have the power to take decisive action against corruption. This campaign will be implemented in the lead-up to a national election, providing and excellent opportunity to bring voters' concerns about corruption to their elected leaders.

The entry point to get parliamentarians involve in this process will be UNDP's "Strengthening Parliamentary Democracy" project with the Parliament Secretariat.

<u>Secondary Publics</u>

- Business leaders – Have a strong interest in steaming corruption to increase investment potential and business opportunities. Also very influential among national leadership.
- National Media – Important for raising awareness about effects of corruption on national development prospects and actions that can be taken. Good partner for building campaign profile and increasing overall impact.
- Religious leaders – Important for influencing officials, police and community leaders in more rural and remote areas.

- Youth – Almost 37% of Bangladesh's population is under the age of 15 (UNDP, 2005). There are numerous youth clubs that are active on social issues. These groups and their associates could spread the campaign messages widely.
- Donors — Source of financial and technical support for action against corruption. Also have a role in ensuring proper monitoring measures are put in place when providing support to broader development initiatives.

Strategy

Experience from other countries shows that the most successful action against corruption is home grown (World Bank, viewed on October 15 2005). Under the campaign umbrella of 'Champion Integrity Today,' concerned civil servants in institutions/agencies identified as open to reform (possibly those institutions being led by a reform 'champion') will be supported to create space within their professional environments to discuss ways of fostering greater integrity at work. The objective is to support 75 such groups to establish and to link these through a newsletter, website (for those with internet access) regular social gatherings and information alerts. Additionally, three doable actions that individual civil servants can undertake would be identified through focus group discussions and then promoted throughout the campaign.

Meanwhile, representatives from the business community, national media, religious groups, youth, and the development community would be invited to participate in a series of focus groups discussions to identify three doable actions each of these groups can undertake to 'Champion Integrity Today.' Once finalized, these actions will be compiled into an attractive and widely available booklet possibly entitled, 'Champion Integrity Today: what you can do.' These doable actions will also be publicized through the campaign website, posters, leaflets, newspaper advertisements, public service announcements, campaign events, tie-ins with existing communications channels (e.g. Chamber of Commerce newsletter) and media advocacy.

The official campaign launch would take place following a phase of planning, consultations (as described above) and the development of campaign materials. The official campaign launch would be a fun and high-profile 'Concert for Integrity' involving celebrities, ministers, musicians and key publics. The 'Champion Integrity Today: what you can do' booklet, aimed at giving campaign publics doable action against corruption, would be launched at this event. Other publicity material for the various target publics would be rolled-out over the following months, including an annual national competition, which would cumulate in a high-profile award ceremony towards the end of 2006 and again 2007. This competition would invite public sector departments, institutions or managers to showcase innovations they have successfully applied to reduce corruption. The winning 'Islands of Integrity' would be documented and their methods promoted through a case study booklet sent to primary campaign publics, video clips displayed at the awards event, the campaign website, and media advocacy.

Finally, as the campaign will be implemented while Bangladesh prepares for a national election, Members of Parliament will be presented with what they can do to 'Champion Integrity Today' in the form of results from a national survey of voters' views and expectations in terms of action against corruption. This activity is expected to generate widespread public debate.

Wherever possible, national leaders, ministers, and high-level public managers would be involved in the campaign (e.g. as special guest at concert, awards ceremony, signature on letters inviting entries for 'Islands of Integrity' competition, unveiling of institutional displays), ensuring that public sector workers feel their leadership is behind action against corruption.

All printed materials would carry the campaign logo, slogan and information directing interested people towards the hotline and website. A hotline is being established in addition to a website as most public sector workers do not have Internet access.

Tactics (outputs)

Primary target publics: Civil Servants, Members of Parliament
- Survey and focus group discussions to articulate and test three doable actions. Also to identify an initial group of leaders willing to establish first 'workplace discussion groups' and finalize the groups' operational modalities.
- Hotline where information about starting 'Workplace discussion groups' is available.
- Displays at relevant institutions giving doable messages and hotline information.
- Each display launched with 'unveiling event' by department head, or other high-level manager.
- Concert for integrity (public campaign launch event)
- Start-up kits for 'Workplace discussion group' containing:
  - Letter from the President (or other prominent leader)
  - Template for group mandate
  - Guidelines for managing group
  - Information about campaign events and website
  - Newsletter
  - 'Champion Integrity Today' ribbon for new members.
  - Posters with doable actions
  - Wall calendar detailing campaign events (2007)
  - Contact details for campaign secretariat

- - Information about other groups
  - 'Islands of Integrity' case study booklet (2007)
- Workplace discussion groups linked by the campaign secretariat through: the regular provision of information (newsletter, email, information alerts, sharing of information between groups), regular social gatherings that bring together all groups, and invitations to major campaign events.
- Invitation to enter the search for Bangladesh's most abundant 'Islands of Integrity.'
  - Paper weight sent to key department heads with letter of invitation asking department to 'Throw your weight behind integrity' by entering the competition or considering the doable actions.
  - Competition announced to media
  - Newspaper ads
  - Assessment of known 'Islands of Integrity' undertaken.
  - Gala award ceremonies (Dec. 2006 and Dec. 2007)
- Doable actions promoted through:
  - Posters (most government offices are drab with no decoration)
  - Website
  - Discussion groups
  - Institutional displays
  - Media advocacy
  - Gala award ceremony
  - 'Islands of Integrity' case study booklet and video clips.
  - 'What you can do' pocketbook launch and distribution
- Voters' survey results

Secondary target publics: Business leaders, religious leaders, donors, youth, media

- Survey and focus group discussions to articulate and test three doable actions for each secondary public.
- 'Champion Integrity Today: what you can do' pocketbook launched and distribution
- Media Advocacy: lunches around key events or announcements, press releases, backgrounders, fact sheets produced.
- Website
- Invitation to major campaign events.
- Voters' survey results
- Concert for Integrity (public campaign launch event)

- 'Champion Integrity Today: Reporter's Kit' sent to editors, new editors, features and business editors, containing:
  - Fact sheets
  - Backgrounders
  - Gift Pen and notepad
  - 'Champion Integrity Today' wall calendar showing key upcoming events (2007).
  - Mouse pad containing website information
  - Copy of 'Champion Integrity Today: Islands of Integrity' case study booklet (2007)

For all campaign publics

- Website launched containing information on: effects of corruption in Bangladesh, what individuals can do to counter corruption, access to information about successful initiatives in other countries, access to moderated e-discussion groups on different issues related to corruption in Bangladesh.
- Publication of a descriptive study on the 'Anatomy of corruption'.
- High-profile 'Ambassadors of Integrity' identified and invited to host and attend key campaign events, and feature in campaign materials as required.
- 'Champion Integrity Today: what you can do' pocketbooks.
- Public service announcements featuring integrity ambassadors

Complementarities

A number of international and bilateral donors are directly or indirectly involved in the areas of anti-corruption and transparency.

DFID, NORAD, SIDA and DANIDA support Transparency International Bangladesh' s (TIB) activities. These donors are funding TIB's "Making Waves", a five-year nation-wide programme and second phase of the National Integrity Programme (the first phase was funded by USAID), which promotes integrity by setting up Committees of Concerned Citizens to carry out advocacy activities and giving them technical assistance. As UNDP's proposed campaign primarily targets civil servants and politicians, with business groups, youth, religious leaders and the media as secondary publics, the two initiatives compliment and reinforce each other. Committees of Concerned Citizens can certainly be involved in the campaign's dissemination effort and can in turn benefit from the increased awareness and motivation that the campaign aims to create within the public sector. Further cooperation would be discussed during the preparatory stages of the campaign.

ADB has an on-going TA project with Dhaka City Corporation entitled: 'Supporting Urban Governance Reform.' This project works on the development of a national urban governance strategy focused on strengthening the municipal laws and urban local government taxes. ADB has another loan project entitled: 'Urban Governance Infrastructure Improvement Project' (UGIIP), which is supporting the development of different urban infrastructures as well as the participation, resource mobilization and capacity development of urban governance institutions in Bangladesh. The two projects do not in the strictest sense address anti-corruption and transparency issues. 'Governance' here mostly deals with reforms to enhance efficiency and cost effectiveness of urban service delivery, but built into these, of course, is the need to improve financial management, accountability and transparency in urban local bodies in their operations and in the process of delivering services. These projects are relevant to the anti-corruption campaign in so far as they develop governance capacities within specific government bodies, or corporations, and such bodies, if genuinely open to reform, are good entry points for the setting up of the 'Workplace Discussion Clubs' structure and may go on to become 'Islands of Integrity.'

The same can be said about the World Bank's projects. Currently, none of them directly targets corruption – with maybe the exception of their Public Procurement Reform initiative – but many of them do have a strong governance component aimed at improving management capacity and reforming administrative processes in a number of national and local

institutions and corporations. Some examples of this are their work on rural transport with local governments and their engineering departments, their project with the Roads and Highways Department, or the strengthening of the Ministry of Fisheries.

CIDA has an ongoing project with the Ministry of Water ('Modernization of the Ministry of Water Resources' financial management capability'), which also involves the Bangladesh Water Development Board and aims to improve budgeting and reporting practices. Again, these could be potential target institutions for the anti-corruption campaign.

Risks and risk management

The campaign may face the following risks,

- A lack of *Political will* for involving civil servants and apprehension from the civil servants;
- Lack of incentives within government for reform and better governance;
- Natural disasters may delay campaign activities;
- Disturbing activities leading to and from the forthcoming election may delay campaign activities;

To manage the above mentioned risks the following strategies will be adopted,

- Entry points for reaching the civil servants will be the existing projects of UNDP, all of which are run in close consultation with them. Also, UNDP's existing project with the Ministry of Establishment and BPATC called "Developing Civil Service Capacity for the 21st Century Administration" will be another route for involving civil servants.
- During the whole campaign process other stakeholders namely donors, NGOs, civil society will remain as campaign partners, so that they, from their own respective positions can create pressure on the government.
- If campaign activities are delayed owing to natural disaster and other destabilising events, special effort will be made to catch up with the proposed timeline.
- An Anti-corruption Task Force (ACTT), consisting of UNDP officials coming from different focus areas and a representative from the donor, will regularly monitor and evaluate the campaign.
- The Anti-corruption Task Force (ACTT) will ensure constant monitoring and adaptation of the lessons learned from M&E.

Timeline

Timeline	Jan 06	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 07	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Further research, identification of campaign partners, and message finalization																								
Survey 7 target publics	█	█									█	█												
'Islands of Integrity' as			█	█	█	█	█																	
ID. Ice-breakers		█	█																					
ID. Ambassadors			█	█																				
Ice-breaking events				█				█																
ID/ support to clubs				█	█	█	█	█	█															
Test/ fin. message sets				█																				
Voters' survey								█	█	█	█	█	█											
Information and Publicity material development and production																								
Website dev/ launch.					█	█																		
Establish hotline					█																			
Website/hotline sup						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Dev/ dist. Posters					█			█																
Dev. media kit					█																			
Dev. WP set-up kit						█																		
Pro/ dist. Displays					█	█	█																	
Notepads/ pens		█																						
WP newsletter launch							█		█		█		█		█		█		█		█		█	
Paper weights						█																		
Island of Integrity book.											█	█											█	█
Island of Integrity docs.												█										█	█	
"You can' pocketbooks				█	█	█	█						█											
Voter's concerns pub.											█	█	█											
Wall calendar				█																				█
Mouse pads				█																				
PSAs w/ ambassadors				█							█													
Events																								
Concert/ launch evt.	█	█	█	█	█	█	█																	
Press lunches						█	█					█		█			█	█						█
Prepare comp. guides						█																		
Launch/ pre. Comp.						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	
Comp. judging/verify											█	█											█	█
Comp. Awards																								█
Voter's concerns pres.														█										
WP social gatherings								█		█		█		█		█		█		█		█		█

Budget
(All costs given in US$)

Further research, identification of partners, finalization of messages, impact evaluation				
Item	**Description**	**Budget 2006**	**Budget 2007**	**Total Budget**
Target publics survey (2)	Survey of 7 publics – outsourced to company (interviewed, questionnaire, case studies)	15,000		15,000
Focus group disc. (36 sessions)	Covering message finalization and impact. Facilitators, venue, refreshments, documentation, invitations, coordination	4,000	4,000	8,000
Case study	Known 'Islands of Integrity' report: hire consultant (One month)	2,000		2,000
Study on the anatomy of corruption	Hire consultant (One month)	2,000		2,000
Sample survey of voters	National phone survey – outsourced to company (questionnaire)	10,000		10,000
	Sub-Total:	33,000	4,000	37,000
Information and Publicity material development and production (all material development would be outsourced)				
Item	**Description**	**Budget 2006**	**Budget 2007**	**Total Budget**
Website	Concept and content development, launch, updating, discussion group management.	2,500	2,500	5,000
Poster – full colour (50,000)	Concept development, design, translation, printing, distribution	10,000		10,000
Paper weights with logo (3,000)	Design, production, distribution with letter from President.	3,000		3,000
Media kit (1,000)	Development, design, printing, distribution	800		800
WP discussion group kit (150)	Development, design, printing, distribution	200		200
Institutional displays (100)	Development, design, production, unveiling events	21,000		21,000
Notepads/ pens (1,000 of each)	Design, printing, distribution	650		650
WP newsletter (9 issues/ 4 pg/ 200 copies)	Design, printing, distribution	250	500	750
'Islands of Integrity' case study booklets (5,000)	Development, design, printing, distribution	1,500	1,500	3,000
'Islands of Integrity' vid. Clips 3 mins. each (10 awards winners)	Scripting, filming, Production and post-production	5,000	5,000	10,000
'Anatomy of Corruption' study (500)	Design, printing, distribution	5,000		5,000

'You can' Pocket books (20,000)	Design, printing, distribution	15,000		15,000
Mouse pads (500)	Design, printing, distribution	200		200
Wall calendar (500)	Design, printing, distribution	300		300
Newspaper ads (20)		1,500	500	2,000
Public Service Announcements (three)	Scripting, filming, Production and post-production • Broadcast free of cost • Ambassadors provide time free of cost	3,000	1,500	4,500
Voter survey results	Design, printing, launch		2,000	2,000
	Sub-Total:	69,900	13,500	83,400

Events (outsourced to event management company, except press lunches)

Item	Description	Budget 2006	Budget 2007	Total Budget
Concert/ official launch	Outsourced	30,000		30,000
Press lunches	Invitations, guest speakers, backgrounders, food and drinks	1,500	500	2,000
Islands of Integrity competition (2)	Outsourced	35,000	35,000	70,000
WP social gatherings	Venue, refreshments	800	1,200	2,000
	Sub-Total:	67,300	36,700	104,000

Substantive and Managerial support to Campaign

Item	Description	Budget 2006	Budget 2007	Total Budget
Personnel for Campaign Management	1. Consultancies (International / National) • Coordinating / Managing the Campaign 2. National Website Manager • Content Management • E-discussion Group Management 3. National Support Staff • Administrative/Finance tasks • Responds to hotline	78,000	78,000	156,000
Translation services	All materials in English and Bangla	7,000	3,000	10,000
Office equipment	Stationary, print cartridges (hardware e.g. computers, scanners supplied by UNDP)	3,000	3,000	6,000
	Sub-Total:	88,000	84,000	172,000
	Sub-Total:	258,200	138,200	396,400
Miscellaneous				2,000
Monitoring and Evaluation				2,000
	Total:			400,400
UNDP Administrative Cost (5% of the total cost)				20,020
	Grand Total:			420,420

Evaluation

The overall campaign objective is to foster action against corruption within the public sector in Bangladesh. It is anticipated that this campaign will energize small-scale and broader Government reform efforts by putting corruption issues on the public agenda in the lead-up to the next national election, and by getting civil servants to start talking about solutions and taking doable actions. The following indicators and methods will be used to evaluate the impact of this campaign.

Overall goal

- Government adopts reforms aimed at curbing corruption
- Government departments/ institutions initiate home grown actions against corruption
- Bangladesh rises in rank on the Transparency International annual Corruption Perception Index.

Products and messages

- Focus group discussions before, during and after the campaign to assess impact of campaign messages among target publics.
- Survey of campaign publics at beginning and end of campaign.
- 70 active workplace discussion groups established. Extent of activity can be assessed through participation in newsletter, at social gatherings, number of actions against corruption successfully undertaken or initiated.
- Monitoring and analysis of website hits and downloads throughout life of campaign.
- Media monitoring to assess use of campaign information and messages
- Number and frequency of callers from the campaign publics to the hotline

Events

- Media monitoring
- Staff feedback
- Analysis of number and quality of entries to competition from 2006 to 2007.
- Rating of event by 'Island of Integrity' judges between years.

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Annex
Campaign Kit

Item one: Champion Integrity Today Logo and slogan

PROFESSIONAL · PROUD · PROGRESSIVE

This logo is instantly familiar in Bangladesh as it echos the national flag, which is green with a huge red circle in the centre.

The logo expresses the idea of raising Bangladesh's progress in terms of development, and the nation's standing on the Corruption Perception Index through integrity, pride, leading to progress. Both the logo and slogan seek to inspire. The slogan would appear in Bangla and English.

Item two: Paper weight
Gift for Senior Civil Servants

Civil servants in Bangladesh frequently use paperweights as offices are usually cooled by ceiling fans rather than expensive air conditioners, causing paper to fly about.

Under the campaign an invitation letter to participate in the 'Islands of Integrity' competition will be sent out to Department heads along with this gift.

The letter will request Department heads to: 'throw your weight behind integrity,' by entering the competition or taking action according to the three doables for civil servants.