



TRANSPARENCY
INTERNATIONAL
BANGLADESH

Social movement against corruption

BIBEC

**BUILDING INTEGRITY BLOCKS FOR
EFFECTIVE CHANGE**

2014-2019

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EXECUTIVE SUMMARY

An accredited national chapter of the Berlin based Transparency International, TIB is an independent, non-profit and non partisan non-government organisation which envisions a corruption-free Bangladesh. TIB's mission is to *catalyse and strengthen a participatory social movement to promote and develop institutions, laws and practices for combating corruption in Bangladesh, and to establish an efficient and transparent system of governance, politics and business*. TIB's combined role of research and advocacy has contributed significantly to the generation of anti-corruption knowledge, production of policy recommendations for good governance and engagement of stakeholders in social movement against corruption. Working closely through citizens' volunteer groups at the local level, TIB has spread its work across 45 locations in Bangladesh.

TIB is on the verge of completing the *Paribartan Driving Change* (PDC) project (2009-2014) which has witnessed both setbacks and successes in influencing institutional policy setting and capacity building and raising demand for good governance. In its next phase, namely, Building Integrity Blocks for Effective Change (BIBEC) project (2014-2019), TIB expects to concentrate on building and strengthening a series of mutually supportive integrity blocks to effectively reduce corruption. "Blocks" here imply the key institutions of accountability, law and policy, education and training, ethnics and values and most importantly, the citizens of this country. Accordingly, BIBEC's goal is to **promote a more enabling environment for reducing corruption** and its **objectives** are

- To advocate for reforms in laws, policies, processes, practices and oversight for improving governance in targeted institutions and sectors.
- To generate peoples' demand for good governance and to strengthen citizens' capacity to challenge corruption.

To this end, TIB will undertake research, advocacy and communication and capacity building of stakeholders to realise the expected outcome of **improved governance in selected sectors and institutions of integrity**.

The BIBEC project is fully consistent with key strategic priorities of the Government in which good governance and corruption control occupy a prominent position. GoB Vision 2021 and Perspective Plan 2010-21 place particular emphasis on transparency and accountability of all government institutions for eradicating corruption. Bangladesh's pledges as a state party to the UN Convention against Corruption and the National Integrity Strategy adopted in October 2012 also provide strong examples of consistency and complementarities of the project with the government priorities.

TIB's work at the local level will continue to focus on **education, health and local government** given the implications these sectors have for the poor and the marginalised and also in response to local level demands. Also, given that significant changes have occurred in the governance of these sectors in lieu of TIB's work during PDC, it is deemed necessary to amplify such engagement to spread the good practices achieved for replication by other institutions. TIB will take on two additional issues for intervention during BIBEC-- one is **land** and the other, **climate finance governance**, as both these sectors are known for their complex processes, corrupt dealings and irregularities which tend to affect poor and marginalised communities in terms of socio-economic advancement, survival and livelihood, the reduction of poverty and their overall security.

During BIBEC, TIB will strive to **deepen** the **work** of **CCCs and YES** and their **auxiliary groups** (Swajan, YES Friends, YPAC) by harnessing their influence, energies and local knowledge to focus more on transparent and accountable processes in respective institutions and responsiveness, rather than simply demanding from them service delivery. In the same vein, they will be encouraged **to identify issues for intervention that have distinct governance implications** and which can subsequently be taken to the policy level for reform. Recognising that corruption has a distinct bias against the poor and socially vulnerable/excluded groups, such as women and minorities, TIB's interventions in terms of research, civic engagement and outreach and communication will attach priority to addressing their concerns.

SECTION 1

1. INTRODUCTION AND BACKGROUND

1.1 About Transparency International Bangladesh (TIB): TIB is an accredited national chapter of the Berlin based Transparency International which began its journey as a trust in 1996. It was later registered under NGO Affairs Bureau of the Government of Bangladesh in 1998. TIB is an independent, non-profit and no partisan non-government organisation which envisions a corruption-free Bangladesh. TIB's mission statement is:

To catalyse and strengthen a participatory social movement to promote and develop institutions, laws and practices for combating corruption in Bangladesh, and to establish an efficient and transparent system of governance, politics and business.

1.2 Corruption defined: Corruption is not new, nor is it peculiar to any particular society or country. It takes place to a greater or lesser degree in all countries, irrespective of political and economic systems, whether developed or developing.¹ TIB defines corruption as **abuse of power for personal gain**. Abuse of power referred to here can be in economic, social or political terms in the public as well as the private sector. The manifestations of corruption are many, ranging from bribes, perks, kickbacks, nepotism, fraud, embezzlement and extortion to negligence of duty and misuse of public funds and/or institutional funds.

1.3 Bangladesh corruption profile: According to the Corruption Perceptions Index (CPI) 2013, Bangladesh scored 27, just one point higher than 2012 and the same as in 2011. In terms of ranking Bangladesh was placed 16th from the bottom in 2013, 3 steps higher than that in 2011 and 2012. Counted from the top, Bangladesh has ascended by 8 positions to 136th among 177 countries, compared to 144th in 2012 among 176 countries. Bangladesh's score remained well below global average of 43, and was ranked as the second worst performer in South Asia, better than only Afghanistan which ranked at the bottom of the global list, having scored 8 points together with North Korea and Somalia.

¹¹ The Corruption Perceptions Index (CPI) released annually since 1995 by Transparency International (TI) shows that no country has yet scored 100 percent indicating that corruption exists in all countries of the world. CPI provides international comparison of countries by perceived prevalence of political and administrative corruption. It is a global survey of surveys on governance and corruption related indicators conducted by reputed international organizations. CPI 2013 showed that in a scale of 0-100, the highest score of 91 was achieved by Denmark and New Zealand followed by Finland and Sweden (89), Norway and Singapore (86) and Switzerland (85), UK (76) and US (73). As many as 124 countries have scored below 50. 108 countries have scored equal or less than the global average of 43. Corruption clearly remains a global problem. See for details: www.transparency.org

Bangladesh was earlier placed at the bottom of the list for five successive years from 2001-2005.² In 2006, 2007, 2008, 2009 and 2010 Bangladesh was ranked at no 3, 7, 10, 13, and 12 respectively while in 2011 and 2012 it occupied the 13th position.

1.4 **Cause, effect and cost of corruption:** The **causes** of corruption are always contextual, rooted in a country's policies, bureaucratic traditions, political development, and social history. Nonetheless, corruption perceivably flourishes when institutions of accountability have weak governance and lack integrity. While costs may vary and systemic corruption may co-exist with strong economic performance, experience suggests that corruption is one of the most severe impediments to development and growth in emerging and transitional economies.

1.5 The **effect** of corruption has many dimensions-- political, economic, social and environmental. In the political sphere, corruption impedes democracy and the rule of law. In a democratic system, public institutions and offices stand to lose their legitimacy when and if they misuse their power for private interest or as a result of political influence. In Bangladesh, the impact of corruption is often manifested through political intolerance, lack of accountability and transparency, low level of democratic culture, absence of consultation, dialogue and participation, rent seeking and patronage. The economic effects of corruption can be categorised as minor and major. However, both in one way or the other have serious impact on the individual, the community and the country.

1.6 Corruption primarily leads to the **depletion of national wealth**. It leads to increased costs of goods and services, funnels scarce public resources to sectors in total disregard of priority projects, e.g., schools, hospitals and roads, or the supply of potable water. Additionally, it entails diversion and misallocation of resources, conversion of public wealth to private and personal property, inflation, imbalanced economic development, weak work ethics and professionalism, hindrance to the development of fair in market structures and unhealthy competition—all of which impoverishes the country on the whole. The World Bank estimated in 2000 that “if Bangladesh could reduce its corruption level to those prevailing in countries with highest reputation for honest dealing it could add between 2.1 and 2.9 percent to annual per capita GDP growth. This would contribute to a sustainable reduction in poverty”.³

² By 2013 Somalia has been ranked at the very bottom for the 7th successive year.

³ The World Bank, *Corruption in Bangladesh: Costs and Cures*, Dhaka April 7, 2000.

1.7 The National Household Survey 2012 released by Transparency International Bangladesh (TIB) showed that 63.7% of the surveyed households have been victims of corruption in one or other selected sector of service delivery. Most important service delivery sectors affecting people's lives such as law enforcement, land administration, justice, health, education and local government, remain gravely affected by corruption. Measured in terms of bribery in the surveyed sectors, **cost of corruption** in 2010 was estimated at 1.4% of Gross Domestic Product (GDP) or 8.7% of annual national budget, which rose in 2012 to 2.4% of GDP and 13.4% of annual budget. Overall cost of petty corruption was estimated to be 4.8% of average annual household expenditure. For households with lowest range of expenditures the rate of loss is much higher at 5.5% compared to higher spending households for whom it is 1.3%.⁴ In other words, while corruption affects everyone, its impact is felt more acutely by the poor.

1.8 **Tackling corruption through good governance:** It is believed that good governance is fundamental to fighting corruption in key sectors and institutions. Although 'good governance' has been defined varyingly by state and donor agencies, the general consensus appears to be that the existence of enabling policies and effective institutions lie at the core of good governance. For purposes of its work, TIB identifies the following elements as constituting good governance:

- **Rule of Law:** Existence of fair and just legal frameworks and due process that are enforced by an impartial regulatory body. Decisions taken and their enforcement must be in compliance with established rules and regulations.
- **Independence:** Freedom of concerned from institutions/authorities from intimidation, harassment, undue interference, and manipulation to be able to function properly.
- **Transparency:** Information is freely available and directly accessible to those who will be affected by governance policies, decisions, and practices, and the resultant outcomes. Transparency in budget, regulatory and procurement processes is also vital for effective use of resources and minimising corruption and waste.
- **Accountability:** Concerned institutions/authorities are held responsible for their actions/inactions. Accountability includes both financial accountability (in terms of an effective,

⁴ See for details, Transparency International Bangladesh, *National Household Survey on Corruption in Service Sectors 2012*, www.ti-bangladesh.org

transparent and publicly accountable system for expenditure, cash management, and audit) and operational efficiency and integrity.

- **Integrity and anti-corruption practices:** Existence and practice of Code of Conduct or similar tools in concerned institutions.
- **Responsiveness:** Institutions and authorities are approachable by stakeholders and serve their interests within a reasonable timeframe.
- **Participation:** Inclusion of different stakeholders, men, women, the poor and the marginalised, either directly or through chosen representatives, in order to reach a broad consensus of what is in the best interest of the entire stakeholder group, how this can meet the needs of the group in a sustainable and effective manner and how this can produce favorable results.

1.9 **TIB's operational strategy:** TIB uses a 3-pronged approach in its work. It engages in

- Research for knowledge-based advocacy aimed at law/policy reform;
- Engagement with local level stakeholders for generating demand for transparent, effective and accountable governance;
- Outreach and communication for fostering citizen's support and building networks, alliances and partnerships for driving the anti-corruption movement;

1.10 **TIB's combined role of research and advocacy:** To date, TIB has undertaken various activities like research, dissemination of information and knowledge, campaign and advocacy to create greater awareness among the general public regarding the nature, extent and implications of corruption in Bangladesh and to bring about legal, policy and institutional changes for effectively fighting corruption. TIB's national level advocacy is premised on key findings of its research in select sectors/institutions which are collated to produce pragmatic policy recommendations for lobbying with policy makers and actors in governance. Research has indeed been the flagship of TIB's anti-corruption movement, creating knowledge and garnering support through public discourses at the local and national levels by involving the media, the public and other stakeholders.

1.11 TIB's **research** is undertaken at both the local and national levels. At the local level, TIB conducts Citizens Report Cards (to determine quality, satisfaction and accountability in service delivery in key areas, e.g. education, health and local government) national household surveys (to gauge people's experiences of corruption in selected sectors of public service) and other need based/demand driven studies. At the national level, it undertakes diagnostic and other studies to identify governance

challenges in selected sectors (e.g. health, etc.)/sub-sectors (e.g. public hospitals) and institutions (e.g. parliament) and gaps inhering in related laws and policies. The findings from these studies, in turn, inform and reinforce TIB's advocacy, engagement and communication activities with key stakeholders/institutions.

1.12 **Advocacy** at the local level is carried out through **civic engagement** on the basis of TIB's research findings in selected sectors/institutions and other demand driven issues with the aim of sensitising citizens and concerned authorities about their rights/duties, help change their attitudes towards corruption and capacitate them to challenge/address corruption. TIB believes that fighting corruption and promoting transparent, accountable and efficient governance not only require effective laws and institutions but also **active and concerted citizens'** efforts. This idea stems from the fact that since corruption is regarded by most citizens as an integral part of their lives the real challenge lies in changing people's attitude and behavior, so that they no longer accept corruption as an inevitable aspect of life. While the primary responsibility of tackling corruption essentially lies with the government, TIB recognises that it is the people who are the ultimate repository of power for exerting pressure for good governance. Indeed, TIB recognises that it is equally important to change the mind-set of governance actors if corruption is to be addressed effectively. Accordingly engagements with concerned authorities also constitute an integral part of TIB's advocacy work. The **outreach and communication** tops up TIB's research and advocacy work by consolidating public awareness, knowledge, attitude, skills, opinion, aspirations and motivations through dissemination of evidence-based research findings and anti-corruption information/messages.

1.13 **TIB's agents of change:** TIB believes that social mobilisation is imperative for inducing change in people's attitudes, behavior and capacity in resisting corruption. Accordingly, TIB has established 45 **citizens' volunteer groups** (Committees of Concerned Citizens---CCCs) in 45 districts and 60 Youth Engagement and Support groups (YES) throughout the country to carry forward the anti-corruption movement. **CCCs** are groups of citizens with high degree of credibility, integrity, social acceptability, and leadership capacity to inform, motivate and mobilise citizens in challenging corruption and promoting integrity in service delivery at the local levels. **YES** focuses on sensitising and nurturing strong ethical values and democratic governance amongst young people primarily at the local level and on a limited scale at the national level through cultural and other activities. The work of these volunteer groups is supplemented by **auxiliary groups**, namely, **Swajan, YES Friends** and **Young Professionals against**

Corruption (YPAC). The auxiliary groups are essentially made up of individuals who do not or no longer qualify for CCC or YES membership but who nonetheless want to be part of TIB's movement and whose work supplement activities of CCCs and YES. TIB believes that the leadership skills of CCCs and the energy and exuberance of youth groups and support of the auxiliary members will together contribute to the development of ownership and sustainability of the social movement against anti-corruption measures.

SECTION 2

2. LESSONS FROM PARIBARTAN DRIVING CHANGE (PDC) PROJECT

2.1 TIB'S activities in respect of engaging stakeholders at the local level during the **PDC project** (2009-2014) primarily focused on health, education and local government. In addition to the fact that these sectors featured prominently in poverty reduction strategy papers and MDGs, they were selected based on feedback and demands from stakeholders at the CCC level who considered these sectors as being particularly prone to corruption and malgovernance. For example, schools were beleaguered with many problems e.g., gross anomalies in distributing stipends; collection of unauthorised fees and additional money over fixed rates; reluctance of teachers to attend school on time; teachers' negligence in classes; inactive school management committee (SMC) with little or no engagement of parents. Similarly, the health sector was characterised by irregularities in treating patients, doctors' negligence and high level of corruption. Local government likewise was captive to corrupt practices, augmented by political manipulation.

2.2 TIB's contribution to corruption and governance **research** has earned TIB a particular niche as a leading think tank in the country in this area. Focusing on the contextual and causal analysis of corruption with the objective of recommending policy measures, TIB has engaged in a wide range of research, both at national and local levels during PDC. Research, surveys, and diagnostic studies on corruption in NIS institutions and various other sectors/institutions undertaken have been vital in creating awareness and demand for fighting corruption and establishing transparent and accountable governance.

2.3 TIB's package of **social accountability** tools has been positively impacting service delivery in particular sectors/institutions. Citizens' Report Cards (CRC), Advice & Information Desk (AI-Desk), Face the Public (FtP) events, Mothers' Gatherings, Open Budgets, Street Theatres, Citizens' Charters, Information Bill Boards, Complaint Boxes and the application of Right to Information (RTI) Act are some activities that TIB has used to catalyse its anti-corruption movement at the local levels. TIB introduced Integrity Pledge (IP) in 2010 entail voluntary engagement of public representatives, officials and service providers with service recipients and other citizens which transforms into a legally non-binding pledge, a social contract, to ensure a set of standards of integrity in the delivery of the services in respective sectors. The Integrity Pledge was recognised as being worthy of replication in an international

conference held in Dhaka in April 2010, attended by participants from Asia, Africa and Europe, and the TI Secretariat, Berlin. TIB also received international recognition for its civic and youth engagement in catalysing better achievement of the MDGs, referred to in the global report on MDGs produced by Transparency International.

2.4 **Communication** in TIB has also been used as a means for building networks, alliances and partnerships for driving the anti-corruption movement, nationally and locally. In sync with Article 13 (1) of the United Nations Conventions against Corruption (UNCAC) which urges governments to promote active participation of individuals and groups outside the public sector, such as civil society, NGOs, and CBOs in the prevention of and the fight against corruption and to raise public awareness regarding the existence, causes and gravity of the phenomenon, TIB has used the media, speeches, publications, articles, op-eds and websites to shape public debate on anti-corruption issues. Owing to TIB's communication efforts, corruption continues to occupy a central position in public discourses and much of newspaper and air spaces.

2.5 **Impact of TIB's advocacy activities at the local level:** An analysis of TIB's work during PDC in the health, education and local government sectors at the local level through CCCs, YES groups and AI Desks reveals significant outcomes in challenging corruption and driving changes that positively impact the poor and the marginalised. TIB's engagement has also helped minimise the harassment that ordinary citizens normally had to face earlier in their attempts to seek services from these institutions. In schools for example, TIB's advocacy and communication have contributed to the reduction of illicit payments in schools (examination fees, books), marked improvement in teachers' attendance and performance, increased transparency in the distribution of scholarships, reformation and activation of the SMCs, positive change in the outlook, attitude and response of concerned school authorities, involvement and interest of mothers/guardians in their children's education, distribution of free text books, reduction in school drop-out and rise in school enrolment. TIB's Integrity Pledge (IP) tool and CCC interventions have raised the rank of *Alokdia* Government Primary School in Modhupur Upazila of Tangail district from C to A. This success inspired other schools in adjoining areas to seek replication of the IP model. The success of Alokdia prominently featured in a global report this year by Transparency International: *Global Corruption Report: Education*.

2.6 In the health sector similarly, as a result of TIB's interventions, doctors who were previously preoccupied with private practice have started to attend their hospital duties on time, patients have

begun to raise questions about undue payments, hospital cleanliness and hygiene have improved, authorities have become more supportive of reforms, list of medicines and doctors and nurses on duty have been openly displayed, unauthorised payment for ambulance & other services has reduced and patient referrals to private clinics have dropped. TIB's work with the local government has increased transparency and fairness in the distribution of VGF and VGD cards and led to the introduction of the practice of open budgets in local government. Local government representatives were brought face to face with the public for responding to questions and demands for democratic and transparent governance. Citizens at the local level were capacitated to choose local government electoral candidates on the basis of commitment, integrity and honesty.

2.7 Impact of TIB's research on policy reform: At the policy level, many recommendations made in various diagnostic studies conducted by TIB have been implemented in respective institutions resulting in improved organisational policies and practices contributing to increased accountability, transparency, and better governance. For example, the **Election Commission** study of 2006 came up with 29 recommendations of which 19 were implemented. These include the bringing of EC Secretariat under its own control, the establishment of an information center and website, making available election related data including personal data of candidates to the public, separate allocation for EC in the national budget, the updating of voter database annually and the introduction of Voter ID and EVM are noteworthy.

2.8 Following a diagnostic study on **Public Service Commission** in 2007, a series of reforms were made that contributed to the curbing of existing irregularities and corruption inhering in the PSC. Reforms included the reducing of the weightage of viva-voce (vis-a-vis written examinations) to address irregularities/corruption in recruitment, the publishing of quota based and non-quota results separately (to curb opportunities for corrupt practices), and the introducing of transparency in individual grading (mark sheets are now provided to any examinee on demand). Interestingly the results of the 27th Civil Service examinations, which were highly criticised in the media claiming fraud and corruption, were cancelled based on TIB's study recommendation. Measures were also taken to prevent leakage of question papers (a major source of corrupt practices in Public Service Commission examinations) on the basis of risks identified in the study.

2.9 Reforms were spearheaded in **Bangladesh Passport and Immigration Office and Bangladesh Road Transport Authority (BRTA)** following publication of TIB's research findings on these institutions in 2006 and 2009 respectively. For example, many provisions of the Motor Vehicle Act were revised by the BRTA, and subsequently, an independent consultant firm was commissioned by BRTA to review the full Act. At the passport office, automation and a one-stop service center were introduced to facilitate quality and timely service, and necessary steps were taken for decentralisation of the services to district level.

2.10 Findings of TIB's 2010 National Household Survey were hotly debated when **Judicial Services** were found to occupy the top position in respect of petty corruption experienced by service recipients. As a consequence, the Chief Justice formed a committee to investigate into corruption in this sector and voluntarily disclosed his wealth details and urged colleagues to do the same, and a complaint box was set up at the Registrar's office at the Supreme Court.

2.11 In 2012, a study was conducted to identify various aspects of toll collection in the **road transport sector**. Based on the findings TIB strongly advocated against government initiative to formalise toll collection in the name of labour unions and were able to stop it. In the same year, TIB released a research study on the office of the **Controller General of Accounts (CGA)**. Following the recommendations of the study, the long vacant permanent position of CGA was filled by the government. Following recommendations of the 2007 **Parliament Watch** studies, all the Parliamentary Standing Committees were formed during the first session of the 9th Parliament. Digital time keeping was also introduced and a private Member's Bill was sent to the Standing Committee on the Code of Conduct of Parliament members.

2.12 A report in 2013 on **Local Government Engineering Department (LGED)**, the country's lead agency for developing the rural infrastructure, produced positive results. After the release of the report, LGED, with the support of the Asian Development Bank, has approached TIB to oversee a TA project that would identify governance risks in LGED project implementation and develop a roadmap for improving its governance.

2.13 **Impact of TIB's interventions in other areas:** Sustained advocacy and engagement by TIB have led to a number of developments in the field of anti-corruption. They are briefly highlighted below:

- The **enactment of The Anti-Corruption Commission Act 2009** followed by the establishment of the Anti-Corruption Commission.
- The **ratification of the United Nations Convention against Corruption (UNCAC)** by the GoB in 2008.
- The **incorporation of anti-corruption curriculum** for the secondary level students by the National Textbook Board in 2007.
- The **issuance anti-corruption commemorative stamp** by the Ministry of Post and Telecommunication.
- The **enactment of the Right to Information Act 2009 and Whistle Blowers Protection Act 2011**.
- The **placement of a private member's Bill on MPs Code of Conduct**, which is now awaiting approval of the Parliament.

2.14 **Collaborative activities with GoB:** TIB has collaborated with the government on a number of occasions on governance issues some of which are highlighted below:

- TIB closely worked with the Cabinet Division in the drafting process of the **National Integrity Strategy** in 2013.
- Together with other leading NGOs TIB was involved in drafting the **Right to Information Act** and played leading role in its enactment.
- TIB was closely involved with the Government in drafting the **Whistleblower Protection Act** enacted in 2011.
- A bill on **Code of Conduct on Members of the Parliament**, placed as a private members bill was positively considered by the Standing Committee, and remains pending for enactment.
- TIB's campaign and engagement with the parliamentary committee succeeded in **preventing an initiative to "legalise extortion"** in the road transport sector.
- TIB's policy efforts resulted in setting up of a 5-member judicial committee to probe into allegation of **corruption in the justice sector**; for the first time submission of wealth statement of senior judges and setting up of complaint box in the office of the registrar of the Supreme Court;
- TIB commenced a pilot initiative in 2011 with the Civil Service Change Management Programme to develop a fully participatory second generation **Citizens' Charter** in selected public service delivery institutions.

- The Ministry of Law, Justice and Parliamentary Affairs in 2011 extended collaborative support to TIB to produce an independent civil society report about the review of the **UNCAC implementation** status of Bangladesh. Bangladesh's accession to the UNCAC as a State Party also took place thanks to TIB's persistent advocacy with successive governments.
- In response to a Government request TIB played a pivotal role in drafting a law to assist GoB efforts to improve **NGO governance**. In this initiative TIB worked other leading NGOs and networks.
- TIB has been working with a number of leading NGOs and networks to draft a **CSO implementation plan of the national integrity strategy**.
- TIB's was included as a **CSO member** in an official **Public-Private Stakeholders Committee on procurement** by the Planning Ministry in 2011.
- TIB was included as one of the **CSO observers** during the opening of **bidding** on **Padma Bridge**.

2.15 **TIB's setbacks:** There were times/occasions when TIB's efforts failed to produce the desired effect. The most recent example is the presidential approval of the controversial ACC (Amendment) Bill 2013 that contains a provision requiring prior permission of GoB before for filing corruption cases against government officials despite TIB's repeated protests. In another instance in 2011, the Government abolished the office of Tax Ombudsman ignoring TIB's request to retain the same by improving its operations. In 2010, TIB produced a draft Integrity Pledge for the Ministry of Communication, particularly for promoting integrity in procurement and infrastructure development projects. Had TIB's suggestions been taken into account, the trouble involving the Padma Bridge could have been avoided. TIB's call for strict enforcement of law against land grabbers and environment polluters is being continually disregarded by the concerned authorities. Similarly, efforts to engage with the police authorities have produced very little result largely due non-cooperation of the authorities. The reforms of the Civil Service Act did not see the light of the day as the authorities were indifferent towards TIB's recommendations. TIB's stand against government endorsement of whitening black money has constantly been featuring on TIB's advocacy efforts. Unfortunately, the government succumbed to the pressure of vested interest quarters and legalised the whitening of ill-gotten wealth. Calls for disclosure of wealth and assets by Ministers also went in vain, with the lone exception of the Finance Minister.

2.16 **Barriers to change:** Producing evidence of tangible impacts of anti-corruption interventions is difficult as this often involves entrenched practices and processes which, in turn, are linked to attitudes and mindset of relevant stakeholders. Any attempt at inducing change in these aspects is usually confronted by a number of factors, principal amongst which are institutional deficits in terms of integrity, resource, capacity, and more importantly, political will. At the same time, years of passive submission to corruption has led citizens to internalise the practice to the extent that they believe that corruption is a way of life, a norm, and not an exception. In the circumstances, it is difficult to set verifiable indicators of change as good governance also involves changes in mindset and conduct of both actors in governance as well as citizens. TIB, however, believes that its work is a means to an end and as such, will bring incremental changes within institutions/sectors and amongst stakeholders it engages with. It also recognises that in order for anti-corruption initiatives to work, they need to be backed by a strong political will. Indeed, TIB's experiences suggest that there are risks and challenges in the anti-corruption movement just as there are opportunities. These opportunities and the popular support for TIB's work are a key source of inspiration for TIB to continue its daunting task of challenging corruption.

SECTION 3

3. TIB'S NEXT PHASE (2014-2019): BUILDING INTEGRITY BLOCKS FOR EFFECTIVE CHANGE (BIBEC)

3.1 The PDC project was successful more in setting an ambience of change, its achievements prominent more in influencing legal and policy setting and to some extent, institutional capacity building. Time has come to take the anti-corruption movement further to bring in effective changes in NIS and other selected sectors and institutions. Clearly, while the **“hardware”** for anti-corruption infrastructure has been slowly developing with necessary laws, policies and institutions in place, **“software”** or practices and/or enforcement for practical changes continue to be weak, if not entirely absent in some contexts. As such, the overall objective of TIB's new phase BIBEC is to concentrate on building and strengthening a series of mutually supportive and reinforcing **integrity blocks** to effectively reduce corruption. **“Blocks”** here imply **the key institutions, policy/law, education, training, ethics and values**, and above all, the **people** of the country.

3.2 The BIBEC project is fully consistent with key strategic priorities of the Government in which good governance and corruption control occupy a prominent position. Referring to Article 11 of the Constitution that the “Republic shall be a democracy in which fundamental human rights, freedom and respect for the dignity and worth of human person shall be guaranteed”, the GoB Perspective Plan 2010-21 asserts that, “there is little doubt that these noble aspirations can only be secured in an atmosphere of good governance”.⁵ GoB Vision 2021 and the Perspective Plan together make achieving good governance the centre-piece of state policy. The Perspective Plan declares that, “the Government is determined to confront and root out the scourge of corruption from the body politic of Bangladesh ... The Government intends to strengthen transparency and accountability of all government institutions as integral part of a program of social change to curb corruption ... With Vision 2021 the country aspires to an accountable and transparent governance system”.⁶ The Government further recognises that, “Corruption lies at the heart of overall governance shortcomings in Bangladesh ... ensuring good governance requires establishing strong institutions ... without a strong anti-corruption strategy the

⁵ Government of Bangladesh, Planning Commission, General Economic Division, *Perspective Plan of Bangladesh 2010-2021: Making Vision 2021 A Reality*, Dhaka, p. 15

⁶ *Ibid*, p. 17

ability to implement Vision 2021 and the underlying 5 year development plans will be seriously compromised”⁷. In addition, the Government placed governance and corruption control at the core of election manifesto in successive national elections. Bangladesh’s pledges as a state party to the UN Convention against Corruption and the National Integrity Strategy adopted in October 2012 also provide strong examples of consistency and complementarities of the project with the government priorities.

3.3 It is proposed that under BIBEC, in addition to supporting local communities in challenging corruption, TIB’s interventions would also focus on barriers that prevent effective implementation of existing policies/laws. Drawing on lessons from PDC project, it is envisaged that BIBEC project would continue to help develop institutional capacity and advocate for further policy changes for good governance in targeted sectors/institutions. Accordingly, the principal thrust of BIBEC would include reinforcing changes that have occurred so far at the policy and institutional levels, driving improvements, and strengthening and expanding social mobilisation for sustaining the changes achieved so far and demanding new changes.

3.4 BIBEC PROJECT GOAL, OBJECTIVES, STRATEGIES, OUTCOMES:

Goal

To promote a more enabling environment for reducing corruption.

Objectives

- To advocate for reforms in laws, policies, processes, practices and oversight for improving governance in targeted institutions and sectors.
- To generate peoples’ demand for good governance and to strengthen citizens’ capacity to challenge corruption.

Strategies

- Conduct research to generate knowledge on corruption and necessary reforms in selected sectors and institutions.
- Advocacy and communication with stakeholders to catalyse change in conduct and practice.
- Capacity building of stakeholders for effective engagement against corruption.

Outcomes

⁷ Government of Bangladesh, Planning Commission, General Economic Division, *6th Five Year Plan, FY 2011-15: Accelerating Growth & Reducing Poverty*, p 9.

Outcome 1: Strengthened institutional, legal and policy environment conducive to combating corruption.

Outcome 2: Selected institutions of selected sectors (health, education, local government, land, climate finance governance) have improved transparency and accountability.

Outcome 3: Ordinary citizens, civil society and media at local and national levels are engaged for combating corruption.

3.5 Target Stakeholders

TIB's stakeholders in BIBEC may be categorised as:

- **Promoter:** Stakeholders whose actions can have an impact on promoting the activity/issue. This category will host service recipients and providers in selected sectors/institutions, the media, concerned GoB agencies, politicians, MPs, development partners, civil society and TIB's Board of Trustees.
- **Active supporter:** Stakeholders whose actions can affect the implementation of the activity/issue. YES, Swajan, YES Friends, YPAC, and network partners will form this category.
- **Latent supporter:** Stakeholders whose actions will not affect the implementation of the activity/issue but who will render support to the cause/activity/issue. TIB members will constitute this category.

3.6 BIBEC intervention areas: TIB would continue to work in the areas of **health, education** and **local government** under BIBEC project given the implications these sectors have for the poor and the marginalised and also in response to local level demands. In BIBEC, TIB proposes to introduce two additional areas for intervention—one is **land**, and the other, **climate finance governance**. The land sector is well known for its complex processes, corrupt dealings and irregularities which tend to affect poor and marginalised communities in intense ways. Besides, demands have been raised at various times by many CCCs for TIB to explore this particular sector. Given the complexities associated with land administration, transfer and registration amongst other things, interventions in selected sub sectors/institutions within the land sector will be piloted across 9 CCC clusters. As for climate change, it is considered a threat to the socio-economic advancement of people, their survival and livelihood, the reduction of their poverty and their overall security. Accordingly, large amounts of money have been allocated to this sector to build the resilience of climate vulnerable communities; but there is a lack of information about the flow of funds raised and allocated nationally and internationally for this purpose.

The Global Corruption Report on Climate Change acknowledges that there is dearth of research necessary for identifying the management and governance risks in climate finance. Closer to home, the Climate Public Expenditure and Institutional Review (CPEIR) prepared by the Planning Division, Govt. of Bangladesh (2012) has emphasised on transparency and accountability measures in the budgeting of climate finance. Recognising the gravity of the issue, under a separate international project TIB has demonstrated its policy-influencing capacity in ensuring transparency and accountability in policies and practice in climate finance. TIB will now continue to work to improve climate finance and REDD+ governance and catalyse reforms in related policies, processes and practices.

3.7 As mentioned earlier, TIB's engagement with local **schools** and **hospitals** over the years has produced significant changes in the governance of these institutions. However, TIB believes that the time has come to gradually wean itself from the particular institutions it has been working with so far and spread its work to other schools and hospitals in the area in order to, on the one hand, broaden its constituent base and on the other, facilitate TIB's smooth exit thereby paving the way for local ownership of the processes initiated by TIB. Accordingly, Under BIBEC initiatives will be undertaken to incentivize and engage new schools and health facilities to adopt good practices to build on for effective changes in governance, working with relevant local education and health authority to higher level of ownership of the set of TIB's good practice toolkit.

3.8 TIB's work with **local government** was limited to Initiatives like *Face the Public*, a means of bringing public officials and local government representatives face to face with the public for responding to their questions, and *Choose the Right Candidate*, a process for enabling local communities choose from amongst election candidates those who are known for their integrity, honesty and good work and meetings with LG authorities to sensitise them about their role. Efforts will be made to intensify engagement with local government functionaries for improved and democratic governance at the local level. In addition to on-going activities, BIBEC interventions will focus on **building the capacities** and competencies of selected **Union Parishad members, especially women**, to become role models for other Union Parishads to replicate. Emphasis will be placed on initiating **Citizens Forums** for oversight of UP role and activities in terms of accountable and transparent planning and prioritisation of social development and climate change projects, resource mobilisation, people's participation and implementation.

3.9 **OUTCOME 1: Strengthened institutional, legal and policy environment conducive to combating corruption.**

TIB's research, carried out with the aim of generating basic information on corruption, informing/sensitising common people about good governance, identifying governance and enforcement challenges in concerned institutions/sectors, recommending law and policy changes, initiating policy dialogues, and inducing responsive governance in concerned sectors and/or institutions, is expected to broadly contribute to the practice **of institutional checks and balances** and transform the concerned sector/ institution into an 'Island of Integrity'. In line with the Theory of Change⁸ envisaged for BIBEC, TIB's work during BIBEC will facilitate the delivery of stipulated results under the project, e.g. the establishment of accountable, transparent governance and service delivery in selected sectors and institutions. Research-based evidence will feed into both **local and national level advocacy** for raising public demand against corruption and inducing changes in mindsets of actors in governance for making the supply side more responsive. To achieve this, one of the things TIB intends to do, for example, is undertake a **review of the accountability measures/strategies** prescribed/promised by the government at different times and identify achievements and/or deficits in terms of actual enforcement. Advocacy, lobbying and communication activities will be undertaken on the basis of this and other research findings at the local and national levels. **Publications, consultation meetings, workshops, dialogues, roundtable discussions, seminars, press conferences, issue based media campaigns**, etc. will feature prominently on the advocacy and communication agenda under this outcome.

3.10 TIB will undertake diagnostic studies including research for monitoring national integrity system (NIS) institutions, National Household Surveys (NHHS), public expenditure tracking, annual corruption reports, National Trust Surveys, fact finding reports, position papers, working papers, etc. at the national level. At the local level, research will include Citizens' Report Card (CRC) mainly on education, health, local government (LGIs), land and climate finance governance. The research agenda under BIBEC proposes to focus on governance challenges in key NIS institutions, selected sectors/institutions, sub-sectors, and related laws and policies. The barriers that prevent effective implementation of existing policies/laws and the means of supporting local communities in resisting corruption will also be studied by gauging popular experience, perceptions and attitude with respect to corruption and anti-corruption

⁸ Theory of Change is a conceptual map that focuses not only on the linkages between programme components but also on the preconditions and assumptions that enable the intervention to work. Please refer to M&E section for details.

movement. TIB will simultaneously explore challenges in selected private sector institutions where increased deregulation and privatisation policies pursued by the government have eroded transparent and accountable governance.

3.11 A major thrust of TIB's research under BIBEC will be to create **greater linkage between local and national level research**. TIB recognises the value of making space for local needs and demands in order to, on the one hand, harness the support of CCCs and help them function more effectively as a local watchdog and on the other, build on local issues for strengthening advocacy and social movement against corruption. For example, nationwide surveys like Household Survey on Corruption Experience and /or Global Corruption Barometer survey may be designed in ways that would reveal disaggregate results, say by district or even by upazilla, so that the findings of such surveys, in turn, can be used by CCCs in determining the agenda for local level advocacy and campaign against corruption. Again, while Citizens' Report Cards will continue with the aim of furnishing information on the quality of service delivery, prevention of corruption, and promotion of good governance locally, local need based issues will simultaneously be undertaken for research to develop a better understanding of corruption dynamics in local communities and to generate practicable policy recommendations, and eventually link them to TIB's national level advocacy. Indeed, CCCs and YES will be encouraged to contribute to the national level research agenda by flagging issues that they believe would also be useful for local level advocacy and campaign. Feedback on research would be sought during cluster meetings, CCC Presidents' meetings, YES orientation meetings, and CCC and YES Conventions. Special dissemination sessions would be undertaken to share with them results of for example, Parliament Watch, Household Surveys, governance assessment of key climate finance actors and other diagnostic studies released at national level.

3.12 An important task of anti-corruption communication under BIBEC would be to **form alliances** with stakeholders and other organisations with similar goals to fortify the anti-corruption movement. **Networking and issue-based partnerships** (education, health, local government, land and climate finance governance) will be used to strengthen TIB's existing anti-corruption and other governance focused networks. However, the selection of partner organisations will be strategic and guided by certain elements, for example, shared interests, credibility of the concerned organisation, etc., In case of anti-corruption policy advocacy, collaborative activities will contribute to the raising of collective voice to achieve the desired results. T-Sangrai at the Ctg. Hill Tracts, RTI Forum, Land Alliance Children Film Festival, special day observance (observed by TIB either individually or collectively) etc., are excellent

opportunities to strengthen the anti-corruption network, disseminate anti-corruption messages and raise awareness. Efforts will be made to form alliances with other think tanks, research bodies, financial institutions (e.g. ICAB) and research institutions locally, regionally and internationally.

3.12 OUTCOME 2: Selected institutions of selected sectors (health, education, local government, land, climate finance governance) have improved transparency and accountability.

TIB believes that **disclosure of information** by selected institutions/sectors, either proactively or upon application, dissemination of relevant information and establishment of access to information mechanisms would lend **transparency** in the way they work and make it hard for actors within to engage in corrupt practices. Information flow would also empower people to raise their voice against corruption and demand anti-corruption measures. Similarly, positive response by respective authorities to demands for improved services and disposal of complaints would help create an enabling environment for citizens to air grievances without inhibitions; enhance **accountability** mechanisms of selected institutions; and increase scope of **effective utilisation of resources** especially climate finance by concerned institutions. It is envisaged that citizens' **participation** including climate change affected communities, women and the marginalised in relevant project design and implementation processes is pivotal to assessing **responsiveness** of concerned institutions to the needs and demands of citizens.

3.13 TIB has been working to motivate respective authorities to **respond positively to demands for quality services** by citizens in selected institutions/sectors at both the local and national levels on the understanding that **responsive governance** contributes to enhancing the accountability of concerned institutions/sectors in terms of decision-making and resource utilisation. To do this, TIB relies on various social accountability tools, engagement of volunteers, participation of wider community members, including women and socially excluded groups in the design and implementation of projects affecting them, evidence-based advocacy and lobbying and reinforcement of local-national policy linkages. During BIBEC some of these tools will be modified and aligned with local and national level needs and priorities to produce more effective and sustainable results. For example, turning mothers' gathering into parents' gathering, re-enforcing CCC/YES engagement at the local level by making room for them to independently engage in anti-corruption work, intensifying TIB's engagement with higher authorities at the local level (the immediate hierarchy of selected local level institutions in which CCC/YES have been primarily engaged), national level policy consultation based on local issues, and use of findings from ALAC database for advocacy, etc.

3.14 **OUTCOME 3: Ordinary citizens, civil society and media at local and national levels are engaged for combating corruption**

TIB recognises that the aware, motivated, and capacitated people, whether at the demand side (citizens/people) or supply side (service providers/actors or actors governance), are crucial for effective anti-corruption movement. To achieve this, civic engagement activities (meetings, consultations, workshops, dialogues, roundtable discussions, seminars, press conferences, media campaigns), etc. would attempt to change both common people's attitudes and behavior towards corruption as well as that of public officials and other stakeholders who are at the supply end. Accordingly, TIB will accelerate people's participation in anti-corruption social movement, engage with public authorities at the local level to promote transparent, accountable and effective service delivery, promote volunteerism amongst citizens generally and youth groups in particular for mobilising against corruption, sensitise citizens including climate change affected communities about their rights and capacitate them to challenge corruption and demand accountable and democratic governance. Working through its volunteer groups, i.e., CCCs and YES and their associates (Swajan, Yes Friends, YPAC), TIB would mobilise all stakeholders to participate in its movement against corruption by undertaking awareness raising/promotional/motivational and advocacy activities at the local level. For longer term sustainability, strategic engagements with concerned GoB agencies who hold briefs for health, education, LG, land and climate finance, the media and people at the local level who can secure influence within the relevant sectors will be undertaken.

3.15 Under BIBEC, measures will be taken to **amplify TIB's current work** at the local level. As one of the means of achieving this, emphasis will be placed on increasing the **visibility and autonomy of CCC and YES groups** by lending them greater flexibility in their work and facilitating coordination of their activities in ways that would essentially contribute to TIB's overall objective. Amplification measures will also include, for example, the **showcasing of good practices** in institutional governance, whether in schools, hospitals, LGIs, or by land or climate finance actors for replication by other institutions in the area. TIB plans on developing a **good practice toolkit** drawing on the achievements in good governance by respective schools, hospitals, and local government institutions it works with. This toolkit will be shared with other institutions in the locality in order to generate their interest and facilitate imitation of the processes. This will help roll out the learning from local levels for advocacy at the national level. In order to help institutionalise good governance practice and provide incentives, conventions will be organised to formally **recognise the best governed institution** of the year. **Integrity awards** will likewise

be given at the individual level for activists, matured and young, for proven acts of integrity in their respective communities. In addition to formal acknowledgement of their role against corruption, this is expected to engender and keep alive the spirit of voluntarism and social responsibility.

3.16 TIB will strive to **deepen the work of CCCs and YES and their auxiliary groups** by harnessing their influence, energies and local knowledge to focus more on transparent and accountable processes in respective institutions and responsiveness, rather than simply demanding from them service delivery. For example, YES will be encouraged to offer voluntary teaching and learning activities in local schools that have ethical underpinnings. This will serve a dual purpose first, reduce dependence of schools on external performers for their cultural activities by teaching students to dance, act and sing and thus save on school funds, and second, create a pool of young students who will convey anti-corruption messages once they start to independently perform at school functions. On a more technical level, the voluntary groups will **identify issues for intervention that have distinct governance implications** and which can subsequently be taken to the policy level for reform. For example, in schools and hospitals CCCs and YES will be encouraged to explore whether there are any irregularities in the procurement process, is there any evidence of collusion between authorities and non-performing teachers and doctors which essentially creates scope for the latter to neglect their duties with impunity, why are these institutions under-staffed or under-resourced, etc. In local government, for example, they may look at the process of selecting beneficiaries of social safety net services and allocation of funds. Similar initiatives can be undertaken in the sectors of land and climate finance governance.

3.17 The social mobilisation work of CCCs and YES would be reinforced by **satellite AI-desks** which are forums for simultaneously receiving reports/complaints of corruption, educating the public at the local levels on their rights, entitlements and duties in challenging corruption, providing effective channels for dialogue and feedback on corruption cases, and establishing working partnerships with relevant government institutions involved in the fight against corruption. A new initiative, CCC office- based **ALAC (Advocacy and Legal Advice Centers)** would be piloted in 9 CCC clusters. ALAC will receive complaints of corruption from victims and witnesses of corruption, scrutinise the complaints and render assistance and advice on the basis of merit. Key activities would include the receipt of complaints in person or by phone calls, reaching out to affected communities, ensuring confidentiality, providing advice on how to seek redress including, where appropriate, making referrals to other legal support groups with which TIB has an MOU. It may be noted that **ALAC will not investigate or collect evidence** in support of the

complaint lodged; its work will be **limited to gathering incidents of corruption from victims or witnesses, studying and analysing the nature, trend, extent and forms of corruption affecting local communities and advising them on preventive measures**. It is expected that in addition to advice and assistance, reports/complaints brought before the ALAC will help develop a corruption database which will be subsequently used for TIB's research and advocacy. This database will be supplemented by the **'Report Corruption'** initiative under which people will be encouraged to report incidences of corruption through website, sms and mobile applications.

3.18 **Civic engagement** activities will be supplemented by **outreach and communication** activities which will be used to inform and educate local communities about corruption, poverty and governance issues. **Social media campaigns, debates, cartoon competitions**, etc are proposed for sensitising the media and generating people's views and support in respect of anti-corruption cause. **Investigative journalism fellowships**, awards, training, etc. will be given to build media capacity, acknowledge anti-corruption media professionals and also to create stronger media demand against corruption. Special emphasis will be given to school-awareness programs targeting children in CCC areas to sensitise them against corruption and the impact it has on their daily life. Activities like oath taking, cartoon, essay and debate competitions, etc. will be organised for young people to realise this objective.

3.19 Emphasis will be given on **ethics education** to sensitise students in selected areas about the importance of ethical behavior so that they are able to distinguish between right and wrong. In the PDC project, TIB piloted one such initiative by publishing *'Barnamalay Nitikotha'*, a compilation of adages expressed through rhymes, to teach children about moral values. Building on the popularity of this publication, efforts will be made during BIBEC to lobby with the Ministry of Education for wider dissemination of this book and at the same time partner with UNICEF Bangladesh to disseminate ethics messages using its brand cartoon character, Meena. Similar initiatives can be taken up with CAMPE. Besides, students will be engaged through 'day-long ethics camp' to express their ideas and views about values and morality. This new initiative is envisioned to create a multi-stakeholder platform where parents and guardians, students and teachers, school authorities and the Ministry will converge to contribute to the evolution of ethical citizenship.

3.20 Under BIBEC, different capacity development activities will be carried out to harness the **skills, competence and aptitude** of TIB's stakeholders (CCCs, YES, Swajan, YES Friends, and GoB duty bearers,

CBOs, CSOs, network/alliance members and TIB staff) for mobilising against corruption. The nature of the capacity building activity will depend on the nature of the concerned stakeholder. Depending on the target group capacity building activities will broadly include seminars, round tables, trainings (on-line & manual), study circles, workshops, e-learning, meetings, exposure visits and meetings. The focus of these various capacity building activities will vary from good governance in relevant sectors/institutions (both public and private), application of the RTI law, codes/standards of ethics and integrity, to non-traditional accountability tools (e.g, citizens watchdog role, integrity pledges, citizen's charters, citizen's report cards). Capacity building initiatives will be undertaken to orient concerned authorities on **RTI law** and **grievance management** and motivate them to **proactively disclose** relevant information through sharing meetings, review meetings, dissemination of information relevant to transparency and accountability of selected institutions/sectors using different social accountability tools i.e. citizens' charters/ information boards, website, CRC, AI Desk, RTI fairs, ALAC, disclosure policies, the **raising of demand/voice for information** through various mechanisms like sharing/ reflection sessions between concerned authorities and citizens, Face the Public programmes, Choose the Right Candidate programmes, mothers'/ parents' gatherings, multi-stakeholders' meetings, etc.

3.21 Expert, committed and efficient staffs are essential for strategic planning, managing, implementing, monitoring, evaluating and reporting on programme activities. As such, TIB will emphasise on developing their skills for inculcating professionalism in their work. A training need assessment will be conducted by TIB's training unit to identify issues/areas that will need to be brought within the capacity building fold.

3.22 TIB will offer **fellowships for research** on corruption and governance for inducing wider engagement of stakeholders and creating a hub of informed individuals for enhancing the corruption knowledgebase. Awards will be made on the basis of research proposals on specific themes and issues relevant for fighting corruption and promoting good governance in Bangladesh. Two categories of fellowships will be offered: research fellowships for young professionals within the age limit of 40 years with 3-5 years of research experience and senior research fellowships to candidates above the age of 40 years having more than 5 years experience in independent research. Fellowships will be awarded on a competitive basis and the principle of equal opportunity.

3.23 Implications of BIBEC interventions for women, the poor and the marginalised

Corruption weakens state stability and human security by undermining the rule of law, equal treatment by the law and access to justice, particularly of the poor and disadvantaged categories, e.g., women and minority groups. It is believed that corruption disproportionately affects them in their attempts to access justice, public goods and services. This is compounded by the social, cultural, political and institutional discrimination these various groups face in their daily lives. Corruption undermines a level playing field for women and men in decision-making processes--when political parties can be bought and sold, when officials are elected through vote-buying and when promotion within the civil service or the corporate sector rests more on personal connections rather than merit, women, the poor and the marginalised are less likely and able to participate freely in the public or private sectors. Given that corruption in Bangladesh has a distinct bias against the poor and socially excluded groups, they are most adversely affected by malpractices in terms of accessing public services like education, health, justice, utilities and personal safety, all of which are subject to unauthorised payments. In addition to socio-economic, cultural and political discrimination, these groups are also acutely vulnerable to climate change induced disasters. Malgovernance in climate finance governance deprives them of the resources and support they are legally entitled to but are unable to access due to corruption and fraud in climate fund allocation, disbursement and use.

3.24 Bearing these considerations in mind, TIB's programme strategies will include particular aspects impinging on women, the poor and the marginalised. To this end, TIB's various components and interventions will include particular focus on

- Conducting research on the link between corruption and other cross-cutting issues such as poverty, livelihood and gender.
- Increasing the number of women, the poor and marginalised groups within the core actors in TIB's anti-corruption movement.
- Showcasing success stories involving women, the poor and other disadvantaged groups in anti corruption movement.
- Media campaigns on effects of corruption on women, the poor and disadvantaged groups (e.g. indigenous communities, minorities, adivasis).
- Increasing engagement of disadvantaged groups including women and the poor with key actors in governance.
- Building the capacity of disadvantaged stakeholders through specialised training and orientation including ICT.

- Motivating existing champions of change (GoB, NGOs, media, etc.) to promote the inclusion in the national agenda relevant issues that would facilitate and empower women, the poor and the marginalised to challenge corruption and inequality.
- Incorporating pro-poor and gender dimensions in anti-corruption advocacy to raise awareness of all stakeholders about the rights and entitlements of women, the poor and the marginalised.
- Developing inclusive anti-corruption networks at the local level comprising, in addition to others, women, the poor and the marginalised for effective representation.

3.25 Risk analysis and mitigation

Major risks in the implementation of programme activities under BIBEC include the lack of political will amongst actors in governance, non-cooperation by concerned authorities, reactive actions/statements by GoB, changes (whether by way of transfer or promotion) in institutional management/arrangement, restricted access to information, political instability, natural calamities, etc. The denial syndrome of a section of the government and political leadership in response to TIB reports is likely to continue. Another issue that might potentially incur risks for TIB is the steady rise in public and civil society expectation about TIB's role. In recent years there has been a growing demand for TIB's presence whether by way of a public statement or an event in respect of issues which are not strictly aligned with TIB's mandate. In such circumstances, TIB is likely to face a dilemma as refusal/reluctance to engage on such issues might elicit disappointment and displeasure in some quarters while engagement on such issues might draw criticism from others.

3.26 Risk analysis matrix

Internal					
Sl.	Risk Factors	Probability (Frequency of incidences)	Impact (On overall operation)	Mitigation measures	Remarks
1	Staff turnover	Low	Low	• Better remuneration package • Quick selection process • Quick induction process	Respective divisions will able to manage the situation by recasting staff portfolios. HR is capable of managing the situation and new entrants will be able to join after 8-6

					weeks with minimal disruption of the assigned work.
2	Involvement of CCC/YES in politics	Low	Low	• CCC and YES manual • TIB's Code of Conduct	CCC and YES manual will be applied stringently. Also, TIB follows zero-tolerance policy for the breach of its Code of Conduct.
3	Breach of ethics by CCC/YES	Low	Low	• CCC and YES manual • TIB's Code of Conduct	CCC and YES manual will be applied stringently. Also, TIB follows zero-tolerance policy for the breach of its Code of Conduct.
4	Fiduciary risk	Low	Low	• Internal audits • External audits • Donor audits • NGOB audits • Board oversight	While the internal audit team will regularly monitor fiduciary risks, management actions in this respect will also be prompt and decisive. Such risks will also come under the radar of external auditors appointed by the Board of Trustees and the Donors. In addition, the vigilance of the NGO Affairs Bureau under the Prime Minister's Office will help.
5	Information leak before reports are published	Low	Low	• Internal information system • Investigation team	Mechanisms will be in place to investigate such case and if proven will be dealt with under TIB's Code of Conduct.
6.	Communication and coordination gap	Low	Medium	• Operational Management Team meetings	Co-ordination between inter-divisional and inter-

				• Senior Management Team meetings • Monthly review meetings • Divisional meetings • Team meeting • AOP meetings • Mid-year meetings • Annual Staff meetings	Management Support Units will be managed through OMT, SMT and monthly review meetings. An online-based intranet with forum feature will be developed during BIBEC to ensure synchronised internal communication and coordination. Effective tracking of implementation of decisions and follow-up will be ensured.
7.	Monitoring & evaluation challenges	Medium	Medium	• MIS • M&E • MIS and M&E focal points • KMCS	TIB is using a robust MIS system to feed in field data for analysis by M&E unit. Coordination among the M&E and MIS focal points with the divisions are also in place. TIB has also initiated a process of developing internal evaluation framework to identify gaps in achieving desired results. The M&E system will be enhanced when the KMCS system is introduced at the early stage of the BIBEC.
External					
1.	Lack of political will	Medium	Medium	• Direct engagement & advocacy with political authority/leaders and GoB	TIB will maintain both quiet and public advocacy campaigns to secure required political

				• Quiet and judicious engagement and advocacy with champions within political authority and GoB • Public diplomacy • Media and other stakeholder engagements	support needed for the implementation of anti-corruption work. For the quiet and judicious advocacy, measures such as direct one-to-one meetings, briefing notes, power-point presentations and focused-group discussions will be undertaken with anti-corruption “champions” within the political leadership and the government. As for public advocacy, pressures will be created through public statements, press conferences, roundtables, seminars, media op-eds and talk shows to create public opinion in favour of TIB’s anti-corruption and reforms initiatives.
2.	Non-cooperation of authorities	Medium	Medium	• Meetings • Guidance notes	CCC will be mobilised to gear up its local advocacy networks to bridge any gap. TIB will also provide guidance notes to streamline relationships.
3.	Reactive statements from the political leadership	Medium	Medium	• Quiet and judicious engagement and advocacy with champions within political authority and GoB • Public diplomacy	Several measures will be taken to neutralise hostile attitudes of political leadership. These include: sharing of research reports, FAQs, issuing public

				Media engagements	statements, if necessary and clearing TIB's position by participating in talk shows and giving media interviews.
4.	Transfer of concerned authorities/ officials	Low	Low	- Meetings - Rapport building	As this is a routine affair of the government, CCC will interact and develop relationships with the second-tier officials to minimise programme disruption.. Renewed efforts will be made as soon as the designated officials join to appraise him/her on TIB's on-going work and secure endorsement.
5.	Restricted access to information	Low	Low	- Meetings - RTI applications	TIB is likely to secure official support in securing information for its research work. However, in case of any restriction, TIB will apply the RTI law to obtain the relevant information.
6.	Political instability	Medium	Medium	- Media monitoring - Activation of warden system - Office orders - Meetings	Regular monitoring of political development will be maintained. Field visits during the political instability will be halted while mobility within the capital will be minimised. Warden-system will be made operational to get information about

					safety and security of staff. In case of extreme emergency, regular operations will be maintained through work-from-home and also by maintaining constant exchanges of information among staff both at Dhaka and the fields. Information and experiences under such situation will be exchanged with like-minded national and international NGOs to get a grasp of the situation.
7.	Misreporting by media	Low	Low	• Media strategy • Media monitoring • Rejoinders and engagements • Corrigendum • Various media advocacy tools	Measures will be taken based on internal analysis of misreporting in facts or opinion. Rejoinders will be issued to respective media houses with a request to run the corrigendum. In case of wide-spread misreporting, a press conference will be organised to dispel confusion. In addition, views of the TIB's management will be shared through news interviews and talk shows. In extreme cases, an advisory note containing FAQs will be prepared for the media for distribution. This will

					also be highlighted on TIB's website and disseminated further through TIB's Facebook page. Furthermore, TIB will write op-ed pieces and mobilise friendly writers to project TIB's position so that any confusion created by media's misreporting is addressed and minimised.
8.	Managing public expectation	Low	Low	• Email responses • Comments on Facebook page • Blog writing • Public service announcements • Stronger and use friendly communication of TIB's role	TIB has become a household name and accordingly the public expects it to address many things. However, people will be informed through individual responses, op-eds, FAQs, interviews and motivational TVCs to convey about TIB's limited mandate and role.
9.	Legal action against TIB	Low	Low	• Quiet and judicious advocacy with relevant stakeholders • Public diplomacy • Media engagements • Ensuring credible legal support	TIB will take recourse to available legal process. At the same time, its position will be cleared through various public advocacy tools including using the media to explain its position. As done once in the past, TIB will turn this challenge into an opportunity to re-

					engage with the political leadership and authorities to secure continuation of TIB's work.
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3.27 **Risk monitoring, control, and reporting:** In addition, the level of risk on a project will be tracked, monitored and reported throughout the project lifecycle. Drawing upon the successful experience of TIB a risk management team reporting to senior management will be created to regularly monitor risks and recommend/take actions to ensure smooth implementation.

3.28 **Monitoring and evaluation:**

TIB's M&E unit will practice participatory monitoring whereby BIBEC project activities will be monitored periodically by adopting both **qualitative and quantitative methods**. In the meantime, TIB is in continuous communication with Development Partners regarding the formulation of BIBEC's **results chain framework (RCF)**. The Development Partners have been extremely supportive in providing TIB with theoretical and technical assistance in this regard. It has been agreed by DPs and TIB that the **results chain framework would be treated as a living document and as such, there would be scope to incorporate changes into it as BIBEC matures and progresses**. TIB would finalise a comprehensive RCF by the end of 2014 which would include log frame, reporting formats and other ways of tracking progress not captured by the log frame and M&E strategy. In addition to reaching out to Development Partners for assistance in this regard, **TIB will seek professional help to enhance its in-house M&E capacity to enable it to accommodate the evolving M&E demands**.

3.29 The **RCF development** process will be led by the M&E division. A RCF team comprising of M&E personnel and M&E focal persons from respective divisions will be formed by the 1st week of July 2014. In addition to meetings and brainstorming sessions, the RCF team will also draw on inputs from TIB's senior management. M&E unit will coordinate the meetings. The RCF team will ---

- Define outcome and output indicators (by 2nd week of July'14);
- Identify the data source and person responsible for collection and analysis of data (by 3rd week of July'14) as part of M&E framework;
- Develop the requisite tools and methods of data collection (by August'14);
- Undertake field test of the data collection methods and selected tools (by October'14)

3.30 All concerned staff will contribute to regular updating, guidance and successful implementation of the M&E system through inputs for data collection and quality control of data. M&E will take appropriate measures to prepare draft reports based on these and share with respective divisions for review and feedback. **Progress reports** will be submitted by concerned programme components (Research, CE and O&C) which will highlight **success stories and/or case studies** in addition to **risks and opportunities** for facilitating activity tracking and resolution of potential problems or requests for change. Lessons and/or results will be regularly updated as part of the quarterly reporting to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of results based report at the end of the project. To this end, respective programme components will prepare evaluative reports to facilitate the M&E unit to correctly capture the evidence of change as a result of TIB's programme activities. For example, evaluation of research studies will include result monitoring/tracking of changes in the conduct, practice and policy based on the research recommendations in a particular sector or institution. This will be reflected in the annual reviews, project mid-term evaluations, project-end evaluations, and follow-up studies including citizens' report cards.

3.31 A mid-term evaluation will be conducted to review project implementation and identify necessary support that would enhance the effectiveness of the project activities. The final review will take place in the last year of the project which will focus on the extent to which progress has been made in terms of outputs, and whether they are aligned to appropriate outcomes. The final assessment will primarily involve direct stakeholders but other stakeholders will also contribute to the process as and when necessary.

3.32 TIB has developed a **database** which will be used to capture quantitative figures on a monthly basis. The M&E unit will simultaneously prepare outcome monitoring reports on a six monthly basis. This will be done by collating best practices and success stories from CCCs and Dhaka and recording the progress towards the achievement of key results, based on set criteria and methods. M&E will conduct an annual review of the project in the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Operational Plan (AoP) for the following year.

3.33 The M&E team will produce two reports every year, namely,

- Output to outcome focused report to assess changes and progress towards results on half yearly and annual basis;

- Internal assessment/ annual M&E report to demonstrate the degree in which the overall objective or goal of the programme is realised (will commence from the 2nd year of project period). The following tools/methodology will be followed for conducting the internal assessment-
 - i. Secondary data analysis;
 - ii. In-depth/key informant interviews;
 - iii. Semi-structured interviews with primary stakeholders/ service recipients;
 - iv. Observation checklist;
 - v. Collect/ validate success stories; and
 - vi. Focused group discussion with selected stakeholders.

3.33 **TIB's Theory of Change:** TIB will use the Theory of Change (ToC), along with the traditional log frame matrix, in analysing the complex and power-dependent social transactions that BIBEC interventions seek to influence. The results chain framework will assist in analysing the complex and power-dependent social transactions that BIBEC interventions seek to influence and the changes that are expected to take place as a result of them. TIB expects to induce changes in policy, practice and process in selected institutions/sectors as a result of BIBEC activities. By '**change**' is meant that as a result of TIB's work, selected institutions and sectors would be more active in upholding the **rule of law** and **due process** in their role and function, would work in line with their prescribed mandate **independently** of political and other adverse influence, would be more **transparent** in their decision-making and operations, would be **accountable** for their actions and/or inactions, would promote and practice **integrity** and ethics in their work, would be more **responsive** to citizens in their quest for essential services, and would be inclusive of different stakeholders by ensuring their **participation** in reaching a consensus on issues that directly affect them.

3.34 Indeed, the expected outcomes are dependent on many external factors, for example, the absence/presence of political will, and project risks and assumptions; nonetheless, it is envisaged that BIBEC interventions will contribute to BIBEC's overarching **goal**, which is: **to promote a more enabling environment for reducing corruption in Bangladesh**. TIB recognises that there is no quick fix to corruption, as institutional strengthening and governance reforms are long-term undertakings. Accordingly, setbacks in project activities are inevitable. TIB's ToC therefore would make room for unforeseeable constraints that might potentially hinder the achievement of BIBEC outcomes and would

provide for flexibility in terms of revisiting the context and re-engage with stakeholders to strategise to achieve the desired outcome.

3.35 **BIBEC management**

BIBEC will be implemented under the leadership of the Executive Director, reinforced by the Deputy Executive Director. There will be 4 Directors who will be heading Research, Civic Engagement, Outreach & Communications and Finance & Administration respectively. There will be a Management Support Unit (MSU) comprising M&E, MIS, HR, Audit, Gender and Learning and Development units. The number of TIB's total staff currently stands at 268 including field level staff across 45 local offices (114 at the Head Office and 154 in the field).

3.36 **Institutional strengthening and programme support**

TIB's Management Support Unit and Finance and Administration will be jointly responsible for Institutional Strengthening and Programme Support. The overall objective of Institutional Strengthening is to promote increased organisational capacity, attain operational efficiency, and strategic visioning. The aim of programme support will be to provide comprehensive support within the programme context and organisational framework. It will develop and implement or help develop and implement operational policies, manage contingencies and related operational logistics that assure the optimum mix of available resources within the overall organisational policy framework.

3.37 In the light of PDC learning and experience, the following objectives are specifically proposed for Institutional Strengthening and Programme Support (ISPS):

- **Building Capacity:** Build capacity of human resources working for good governance to deliver with effectiveness and to create lasting impact.
- **Promoting transparency and accountability:** Create, through effective policy, process and practice, an enabling environment that ensures transparency at all levels of organisational activity and makes all staff accountable.
- **Encouraging strategic-thinking:** Achieve results by encouraging strategic thinking and innovation, and
- **Knowledge management:** Facilitate within TIB as well as between TIB and its stakeholders the adoption of a knowledge management strategy to increase sharing and use of best practices and lessons learnt.

3.38 Overall **management** of TIB and its programme will be supported by the following units:

i. Finance and Logistics

Finance & Administration will play a lead role in areas of budgetary control, management of financial risks, investment decisions and compliance of standard policies, principles and practices. The Finance and Administration team will comprise of five teams which will include a new Management Accounting team:

- Administration Section
- Treasury Section
- Finance Section
- Management Accounting Section
- Procurement Section

ii. Management Information System (MIS)

MIS works in close collaboration with all sections and units in its efforts to build TIB's knowledge depository. MIS primarily maintains the **DevInfo** MIS software which was set up on TIB's own server in 2011 and operationalised in April 2012. This online based data management software is used to capture quantitative progress with reference to targeted project activities on a periodical basis. It helps to manage and maintain project data and produce quantitative project progress reports, to get CCC activity related information at a glance. This software is being used by all units and divisions in TIB to-- enter their annual operational plans and progress reports, collect data, identify gaps in the activity indicators, compile monthly activity plans, monthly progress, identify monthly deviations, gender disaggregated information, etc.

However, despite its effectiveness, DevInfo software is unable to meet all of TIB's information related demands; consequently, the MIS team has developed a new software, **eDevInfo**, for use in BIBEC project. Developed by TIB's MIS team, this software will facilitate the creation a customised system that can at the same time respond to TIB's needs and enable TIB to be in full control over the system and its functionality. This fully online based software offers fast and easy browsing facilities and mechanisms to collect data from the field, store programme records and produce progress reports at periodic intervals. This also has an enhanced capacity to manage data quality and ensure information security. This system will automatically generate LFA-indicator based reports and export to MS Excel format and enable the development of an open monitoring platform. This will provide a CCC based online profile, online monitoring and website based data visualizer, and data analyser consequently, users can view progress

of CCCs, TIB units and divisions but cannot change the data. The software is expected to be tested by July 2014 and fully operational by August-September 2014.

MIS is also in the process of developing an **online automated internal stakeholders' knowledge management system** that would host all relevant information on TIB's internal stakeholders, namely, CCC members, Yes, YES Friends, Shwajan, etc., their composition with gender disaggregation, and information on the subcommittees. This too would be easy, fast and user friendly and would enable data from the fields to be uploaded with ease. Amongst other things, this system would offer auto notification of official communications for stakeholders by email, compile monthly progress reports, deviations etc., sex disaggregated participation in programme activities, performance, and so on. It is expected that this software would be ready for testing by July 2014 and fully operational (including training and user manual) by August-September 2014.

iii. Internal Audit

The Internal Audit will monitor the effectiveness of compliance with GoB, NGO Bureau and organisational rules and regulations and international accounting standards. The team will be responsible for checking programme and financial integrity with reference to agreements with funding agencies, government and organisational rules and regulations and international financial reporting standards.

iv. Human Resources

The Human Resources unit will be in charge of staff recruitment and selection, creation and maintenance of skills database, performance appraisal, staff welfare and motivation and employee grievances.

v. Gender

The Gender unit will be responsible for gender mainstreaming in programme and organisational activities. It will focus on:

- Identifying and recommending appropriate strategies and interventions for incorporation in programme formulation and implementation
- Facilitating the development of staff capacity in analysing and applying gender perspectives in programme activities.

vi. *Learning and Development*

While each division/ unit will be responsible for identifying the knowledge and skill gaps in its respective teams, the Learning and Development unit will identify appropriate resources to fill them. The unit will:

- Organise training for TIB staff and stakeholders on selected issues.
- Assess effectiveness of the past training and adopt follow up measures.
- Facilitate identification of young people through TIB's Internship and Student Volunteer Programmes and attach them to appropriate sections to learn the ropes of anti-corruption work.

vii. *IT*

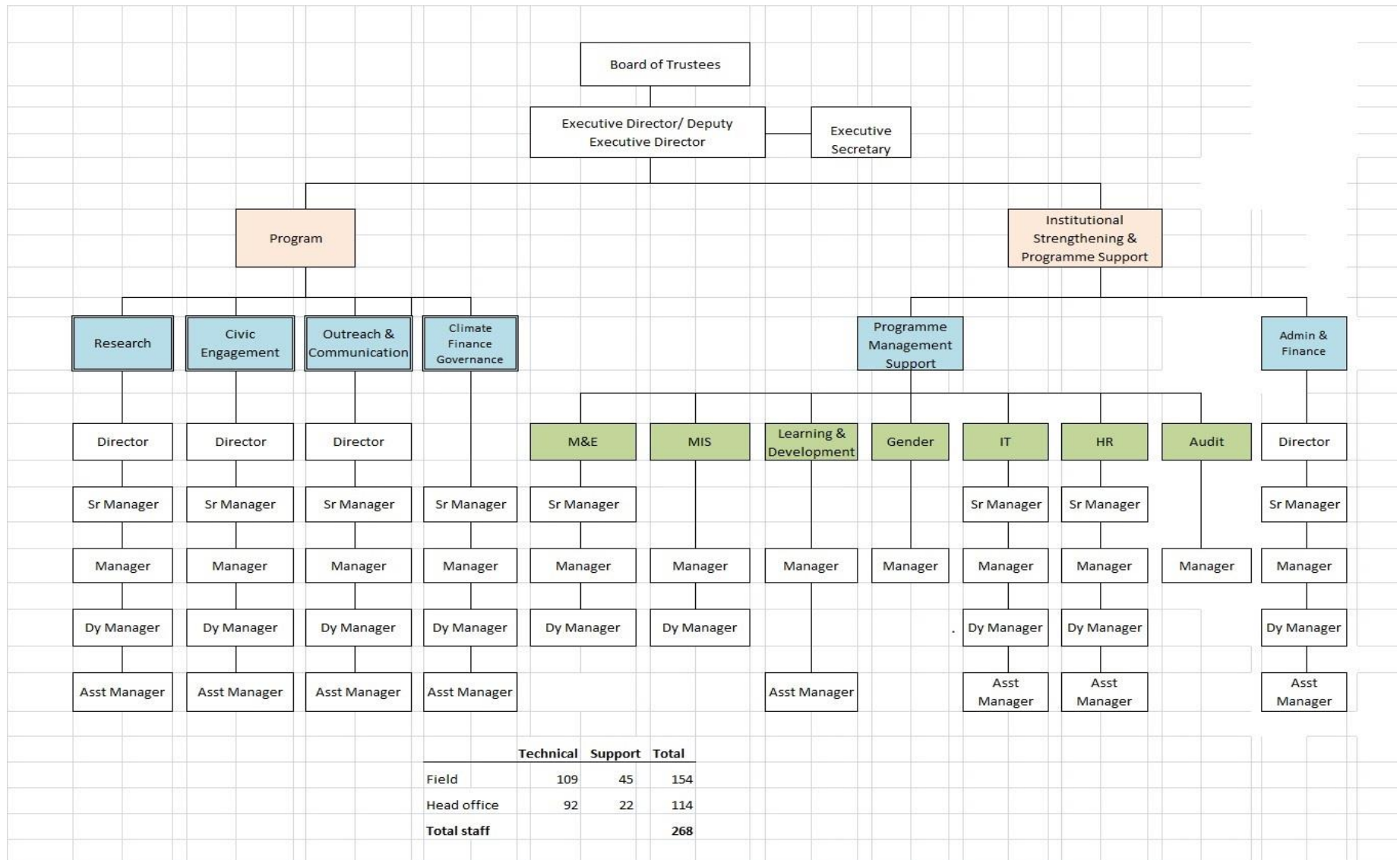
TIB's IT team will be responsible for providing support to the organisation and programme by maintaining a reliable communication and data management system. The team will plan and procure IT hardware and software and ensure uninterrupted and smooth operation of the system.

viii. *Monitoring and Evaluation*

Under the guidance of the senior management the M&E team will be responsible for overall monitoring of project activities, implementation status and progress achieved against set indicators. The qualitative aspects of TIB's work and successes achieved will also be assessed by this team. The team will facilitate the generation of knowledge and understanding of what works and what does not for effective adaptation of programme interventions for achieving the desired outcome.

ANNEXURE 1

BIBEC ORGANOGRAM



ANNEXURE 2**BIBEC SUMMARY BUDGET****Amount in BDT**

Division	Year 1	Year 2	Year 3	Year 4	Year 5	Total	% of Allocation
Research	73,042,388	65,357,375	68,278,824	80,534,431	75,354,151	362,567,169	16.49
Civic Engagement	194,183,126	205,432,959	220,079,742	226,061,463	239,960,169	1,085,717,460	49.38
Communication	57,439,512	57,086,765	57,748,634	65,340,348	62,903,955	300,519,215	13.67
Climate Finance Governance	18,905,128	28,163,729	18,191,575	28,520,867	19,074,610	112,855,909	5.13
Institutional Strengthening & Programme Support	61,612,183	64,656,161	67,337,096	69,904,702	73,565,106	337,075,248	15.33
Total	405,182,336	420,696,987	431,635,872	470,361,812	470,857,992	2,198,735,000	100.00
% of Allocation	18.43	19.13	19.63	21.39	21.41	100.00	

ANNEXURE 3

BIBEC Results Chain Framework (work in progress)

Outcome- 1: Strengthened institutional, legal and policy environment conducive to combating corruption.

Indicator-1.1: Level of acceptance of TIB research findings/ reports increased

Indicator-1.2: Government/ Authority acts proactively to address governance challenges/ corruption issues

Indicator-1.3: Laws, policies of selected/ relevant sectors/ institutions formulated, reformed, or enacted and level of implementation improved (e.g, amendment of ICT Act, RTI law, Civil Service Act, MP's Code of Conduct, etc.).

Indicator-1.4: Measures taken by authorities against corrupt practice/ irregularities (selected institutions including ACC, Info Commission etc)

Key Outputs	Why	How	What and how to assess success/changes
1.1: Knowledge enhanced on combating corruption	Continued knowledge building on corruption and anti-corruption issues is essential for transparency, accountability and effective corruption control Identification of gaps and challenges is crucial for advocacy and lobbying for policy changes.	Conducting research and surveys (NIS monitoring, Diagnostic studies, NHHS, CRC, mapping/ tracking/monitoring CF/REDD+ fund flow/implemented projects and CF institutional assessment)	- Research reports and policy briefs produced - Wide media coverage - Response of relevant stakeholders on TIB research - Use of TIB research reports by relevant stakeholders (CSOs, think tanks, development partners) for campaigns, media, programming decisions, etc.

Key Outputs	Why	How	What and how to assess success/changes
1.2: Evidence-based advocacy and lobbying for legal, policy, institutional and procedural changes	Advocacy and lobbying are vital for policy change. Concerned stakeholders need to be aware, sensitized and motivated for policy reform.	Advocacy/lobbying campaigns through various advocacy tools (e.g. policy briefs, consultation meetings/ workshop/seminar etc.) Engaging with champions and like within the government, Parliament and minded CSOs Consultation, motivation and demand creation through consultation with affected community for regular updating of BCCSAP prioritization.	- Policy briefs shared - Advocacy meetings, consultations, seminar, round table and lobby on policy issues with relevant authority - Press briefing, media statement issued on various policy issues - TIB has accessed to provide input/feedback/drafts for legislative/policy reform - TIB's inputs in government policy/practice/procedures/position are considered/integrated in policy reform and institutional arrangement e.g. Climate Change Commission, fixing NDA and NIE for Green Climate Fund/formation of commitments/consultative committees changes
1.3: Partnerships/ network developed with research institutes, NGOs, CSOs/think tanks and other relevant institutions	Voice for reform needs to be intensified by engaging other stakeholders	Partnering with selected institutions for collaborative research and advocacy at national, regional and global level	- Collaborative initiatives/ Specialist inputs secured from partners - Shared resources/access/complementary capacity/added value from partnerships. - Greater leverage/stronger campaigns due to multiple voices/synergies/complementary capacity.

Outcome- 2: Selected institutions of selected sectors (health, education, local government, land, climate finance governance) have improved transparency and accountability.

Indicator-2.1: Number of proactive and on demand disclosure of information on decision making, operational & financial matters. increased

Indicator-2.2: Number of irregularities/ corruption/grievance related cases/ complaints redressed (including women and marginalised).

Indicator-2.3: Rate of responsiveness in service delivery increased.

Indicator-2.4: Percentage of participation of citizens including women and marginalised in decision making process increased.

Indicator-2.5: Coordination and independence in climate finance mechanisms improved.

Key Outputs	Why	How	What and how to assess success/changes
2.1: Information disclosure, dissemination and access mechanisms strengthened in selected institutions	Proactive disclosure of information by respective authorities, dissemination of, and people's access to information: - Make engaging in corrupt practices harder. - Empower people by enabling them to raise their voice against corruption and demand anti-corruption measures.	Motivation of concerned authorities to proactively disclose relevant information through sharing meetings, review meetings, etc. Orientation on RTI law. Dissemination of information relevant to transparency and accountability of selected institutions/sectors using different tools i.e. citizens' charters/ information boards, website, CRC, AI Desk, RTI fairs, ALAC, disclosure policy. Raising demand/voice for information through various mechanisms like sharing/	- Number of information board, citizen's charter, AI Desk, fact sheet/leaflet, Availability of online information etc. - Number of institutions assigned designated information officers - Number of GoB stalls in RTI Fairs - Number of proactive disclosure by CF authority and success of RTI applications - Positive responses to information related complaints/assessment thru CF institutional governance assessment - Increased demand for information disclosure/ implementation of anti-corruption measures/services - Stakeholders knowledge on RTI application increased

Key Outputs	Why	How	What and how to assess success/changes
		reflection sessions between concerned authorities and citizens, Face the Public, multi stakeholders' meetings, etc.	
2.2: Positive response to demands for improved services and disposal of complaints in selected institutions	Positive response by authorities to demands for quality services by citizens and disposal of complaints: - engender an enabling environment for citizens to air grievances without inhibitions; -enhance accountability mechanisms of selected institutions; -increase scope of effective utilization of resources by concerned institutions.	Train/sensitise authority on the benefits of grievance management Application of social accountability tools. Report corruption' initiative, ALAC Consultations and lobbying with selected CF actors, engaging CSOs, citizens and LG representatives at the local level Tracking of selected Climate Finance projects Capacity building of service providers and recipients in selected institutions	- Complaints forms are available and procedure is clear and information about it is publicly available. - Number of complaints are filed and disposed - Citizens are not prevented/ harassed from/ for filing complaints. - Citizens are satisfied with disposal of complaints - Service providers and recipients aware of complaints procedures
2.3: Citizens' participation including climate change affected communities, women and the marginalised in relevant project design and implementation processes	Citizens' participation in relevant project design and implementation processes is essential for: - responsiveness - appropriateness - accountability	Planning and review meetings between service providers and recipients 'Face the public' Bilateral and multi-stakeholder consultations	- Inclusion of community representatives in various committees(e.g. PTA, SMC, Standing Committee, Health Advisory committee, Ward Environment Committee, District/Upazilla/Union Disaster and Climate Change Related Committee) in targeted institutions as per policy - Number of Citizens' including women and

Key Outputs	Why	How	What and how to assess success/changes
			marginalised participated in annual budget preparation in local government institutions - Active participation of citizens⁹ in discussions: Free discussions, raising of issues, representation and active participation in relevant committees (e.g. SMC), taking part in decision-making, asking for explanations, demanding inclusion in services/ benefits/ processes, broadly, speaking for themselves. - Number of CSOs in CF related decision-making project planning, monitoring of CF funded government and NGOs projects.
2.4: Stakeholders sensitized for efficient allocation, management and utilisation of climate funds	Sensitised stakeholders could play a vital role in ensuring: - Transparent and accountable allocation of climate funds. - Transparent and accountable utilisation of climate funds	Generate evidence through research i.e. Tracking CF/REDD+ finance flow and implemented projects, institutional CFG assessment (e.g. WDB, LGED, NGO/private sector). Motivation and demand creation for regular updating of BCCSAP prioritisation. Consultation with targeted institutions such as Parliamentary Standing Committees on relevant ministries and CAG, IMED ACC for effective MRV. Advocacy to establish of NDA/NIE	- Active consideration of vulnerability in transparent and accountable allocation of CF from BCCTF and other funds. - Framework on Climate Finance Commission developed and proposed - NDA/NIE for Green Climate Fund (GCF) and other funds established. - Stakeholders demanding formation of Climate Finance Commission - Effective coordination among key CF actors in funding decisions. - Local level knowledge transformed to number of CF actors. - Extension of scope to adopt long term adaptation project/programme with adequate

⁹ Indicator applies to all citizens but with particular emphasis on women, disabled, marginalised and socially excluded, disadvantaged, climate change affected communities, etc.

Key Outputs	Why	How	What and how to assess success/changes
		for Green Climate Fund (GCF) and other funds. Advocacy for establishment of Climate Finance Commission/ Taskforce. Applying social accountability tools. Stakeholders sensitised to adopt Code of Integrity, Accountability and Transparency (CITA) developed and submitted to concerned CF institutions	funding flow. - CITA developed and submitted to CF actors. - Number of citizens' watchdog committees on CFG formed comprising women and marginalised people.

Outcome- 3: Ordinary citizens, civil society and media at local and national levels are engaged for combating corruption.

Indicator-3.1: Number of citizens reporting corruption cases through various mechanisms (ALAC, AI desks, report corruption, comments/suggestion boxes, FtPs, MGs, joint meetings and social media, etc).

Indicator-3.2: Number of stakeholders working independently on anti-corruption issues.

Indicator-3.3: Number of media/news reports, Op-eds, articles, letters to the editor, commentaries, talk shows, on-line survey/poll etc. on corruption issues.

Key Outputs	Why	How	What and how to assess success/changes
3.1: Citizens motivated and engaged to report incidences of corruption	Citizen's willingness and capacity to report corruption is crucial for increasing accountability. Enables authority to take appropriate measures against corruption.	ALACs, AI-Desks, blog, op-eds and other articles, report corruption tools, IJ awards and fellowship	- Percentage of citizen made aware for reporting corruption. - Number of citizens visiting ALAC. - Number of corruption cases reported. - Database on reporting corruption developed.
3. 2: Public opinion mobilised against corruption	Supportive public opinion: - Leads to citizens' action. - Pressurizes authorities to change. - Helps create political will.	Print and electronic media (Op-eds, articles, talk shows, press releases, policy statements, press conferences and briefings, FAQs, anti-corruption comments in social media, IEC, AV materials, website, etc.)	- Number/trend of public reaction on anti-corruption issues. - Number of positive news coverage in national and international media - Number of Commitment against corruption reiterated by political leadership/ authority (e.g. debates/ discussions in parliament, official reactions, supportive editorial and op-ends, phone-in programmes, talk shows, Online poll, comments in social media etc.)
3.3: Voluntary engagement of citizens in anti-corruption activities increased and strengthened	Citizens' engagement including the youth, women, the poor and socially excluded groups is imperative for building social movement against corruption.	Peoples' Theatre, human chains, rallies, cartoons, debates, anti-corruption oath taking, ethics education, photography shows, special day observance, youth gatherings, conventions, fairs , FtP, Mothers/ parents gathering, CRC, etc.	- Number of participation by core activists at different campaign/ events - Citizens/ volunteers playing important role in anti-corruption initiatives - Voice of the youth, women, affected communities and socially marginalised groups raised
3.4: Stakeholders' knowledge enhanced	Capacitated stakeholders can play an active role in promoting	Trainings, seminars, study circles, workshops, orientations	- Number of core activists, received training/ orientation/ seminar/ workshop/ study circle/

Key Outputs	Why	How	What and how to assess success/changes
and capacity developed	anti-corruption social movement.	Regional conference, exchange visits, web/social media-based knowledge platform.	etc. - Number of non-core activists received training/ orientation/ seminar/ workshop/ study circle/ etc. - Number of Journalists received IJ training - Number of capacity building initiatives on CFG issues (training/ orientation/ seminar/ workshop /study circle/ etc.) taken - Number of core CFG actors received training/ orientation/ seminar/ workshop/ study circle/ etc. - CFG Institutional Assessment - Number of staff received training

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