

**INTEGRITY**  
**IDOL**<sup>TM</sup>  
Learning Survey

April 2018



Building a New Generation of Active Citizens  
and Responsible Leaders Around the World

# Introduction

Four years ago in Nepal, Accountability Lab launched Integrity Idol to flip the script on corruption. Until then, campaigns to curb bribery and graft tended to focus on the negative, often leading people to feel they were helpless to improve the situation. Our idea was simple: rather than “name and shame” the wrongdoers, we would try to “name and fame” the do-gooders.

Right away, the excitement of our early campaigns told us we were on to something. Young people in Nepal – and later in Liberia, Pakistan, Mali and Nigeria – were hungry for a hopeful message and inspiring role models. Citizens of all ages were ready to snatch the storyline away from the villains and hand it to the heroes.

Integrity Idol is now watched by more than 10 million people each year across six countries with almost 500,000 votes to date. It has drawn wide audiences on traditional and social media; engaged hundreds of young volunteers; and started countless conversations on what it means to be a public servant. But has it begun to shift organizational cultures towards integrity and turn the tide of corruption?

We are now beginning to answer that question. In March 2018, we polled more than 200 stakeholders in Mali, Pakistan, Nepal, Liberia, and Nigeria for our first Integrity Idol Learning Survey. Since Integrity Idol is still young, our survey focused on early signs of impact and areas that might point to additional research and learning.

The results were highly encouraging. In each country, we found the majority of respondents are persuaded that Integrity Idol is changing perceptions of public service and building a community of people with integrity. Most people believe it can inspire young people to join government and change the behavior of public servants. And citizens broadly see the campaign as a novel approach to tackling a lack of integrity in their societies.

# Integrity Idol 2017 By the Numbers



**IN SUPPORT**

**92,546**

votes in the most recent campaigns

**890**

volunteers

**1,634**

ceremony attendees

**IN THE NEWS**

**150+**

mentions in news articles of the most recent campaigns

Profiled by



**COVERED BY**

**9**

local television networks

**15**

radio stations

**10 million**

viewers

**10**

international news outlets

including

**theguardian**



REUTERS



الجزيرة نت



**87,325 Followers**  
**1,673,044 Reach**

**5,922 Shares**  
in most recent campaigns

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# Survey Methodology and Results

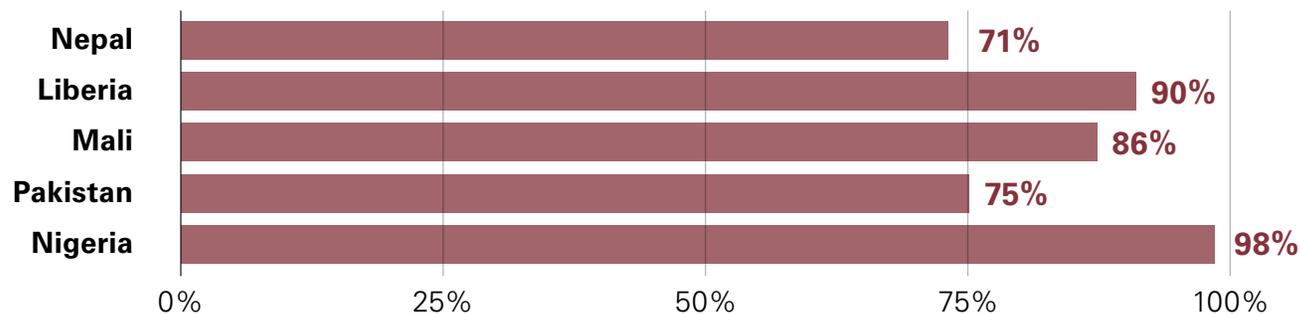


We asked stakeholders seven questions about integrity and the impact of the Integrity Idol campaign on attitudes and behavior. Respondents judged the extent to which the campaign was making a difference on these scores using a scale of 1 to 5 (1=not at all or bad, 5=a lot or excellent). In our analysis, we assume a rating of 4 or 5 corresponded with strong agreement – and the graphs below reflect only the shares of respondents who provided a 4 or 5 rating.

Respondents included government officials, the media, civil society, citizens, volunteers, voters in the campaign and others working on accountability and integrity issues. To be sure, as a survey of stakeholders, there is significant selection bias: those polled are naturally friendly to the campaign and may have given their energy and ideas to help it succeed. As Integrity Idol matures and expands, we'll continue to refine our approach to reduce bias.

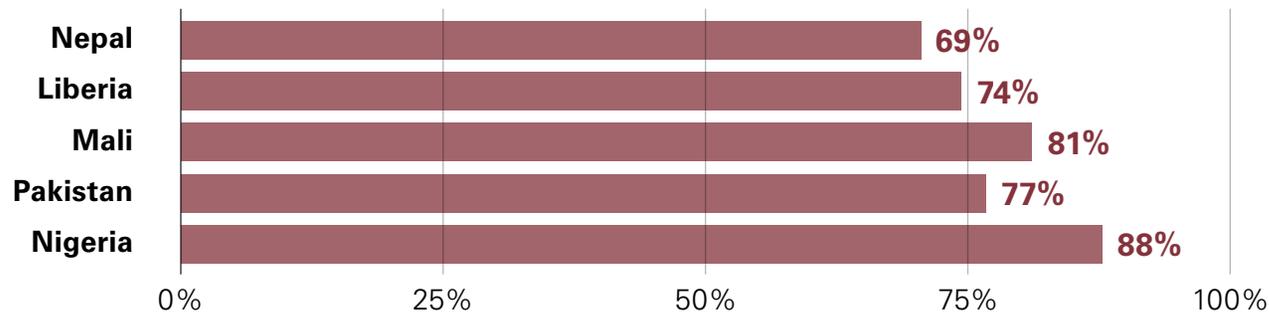
### Question 1: To what extent do you think a lack of integrity is a challenge in your country?

With this question we hoped to understand a little better whether this was the right issue for us to address through the campaign. At least seven out of ten respondents in all five countries agree strongly that a lack of integrity is a challenge for their country, suggesting there is fertile ground for movements such as Integrity Idol to promote integrity and build accountability.



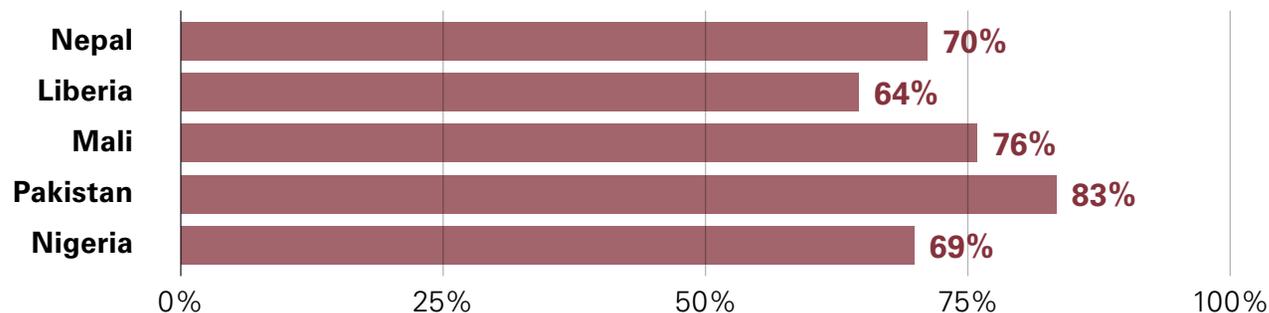
## Question 2: To what extent do you think Integrity Idol is a different approach to usual programs to address this problem of a lack of integrity?

There is strong agreement across all countries that the campaign is a novel approach for combatting a lack of integrity in the civil service.



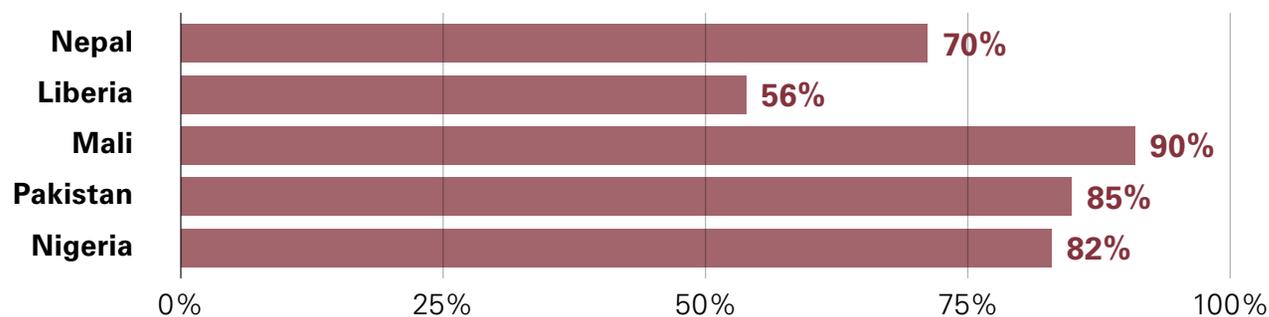
## Question 3: To what extent do you think Integrity Idol is changing perceptions of public service by showing there are honest people within government?

Here we hoped to understand whether highlighting individuals with integrity could lead to broader shifts in views of institutions. At least two-thirds of respondents in all five countries are persuaded the campaign is changing the bureaucracy's public image.



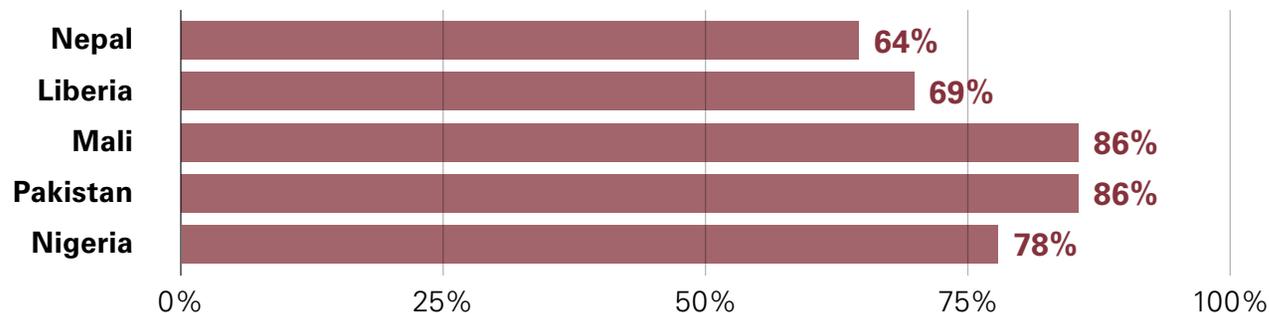
#### Question 4: To what extent do you think Integrity Idol can inspire young people to join government?

With this question we wanted to better understand the change in attitudes the campaign might be creating. Majorities in each country believe strongly that the campaign could inspire young people to join the government. Expectations are particularly high in Mali, Nigeria and Pakistan, where eight out of ten respondents agree the campaign could spark more interest in public service careers.



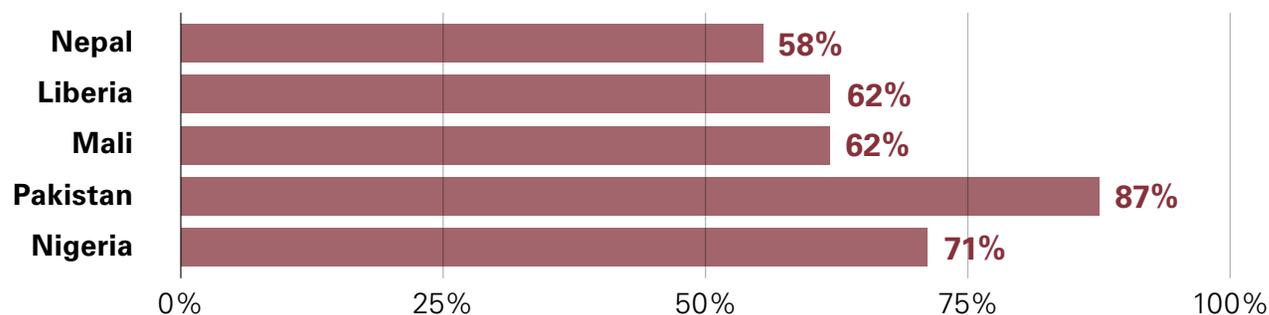
#### Question 5: To what extent do you think Integrity Idol is building a community of people with integrity?

With this question we wanted to understand how our efforts to connect people through the campaign were paying off. Strong majorities in each country believe the campaign is building a community of people with integrity. Eight in ten respondents in Pakistan and Mali are confident that is happening.



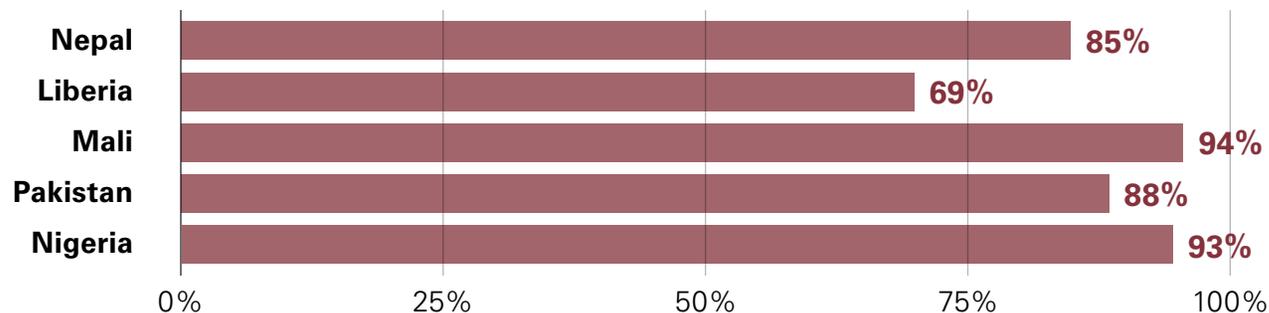
### Question 6: To what extent do you think Integrity Idol can change the behavior of people within government?

Here we wanted to see how the campaign could affect incentives. Majorities in all countries are persuaded the campaign can change civil servants' behavior. This belief is particularly strong in Pakistan, where eight out of ten respondents agree strongly that the campaign can have this effect.



### Question 7: To what extent do you think the Integrity Idol ceremony was a useful event?

With this question we wanted to better gauge interest in the centerpiece event of the campaign. The Integrity Idol ceremony was very popular with respondents, particularly in Nigeria, Mali, Nepal and Pakistan.



# Case Study: Nepal

*"I have been widely supported by all my seniors and junior friends and we have been working more effectively by team work."*

a finalist in Nepal's Integrity Idol reflecting on how the honor boosted his credibility at work

 **accountabilitylab**



## In 2017, an external evaluator assessed the impact of Nepal's Integrity Idol program with the help of volunteers and country staff.

The assessment drew on interviews with Integrity Idol finalists, known as "Idols"; nominees that didn't make it to the final round; volunteers, judges, voters and participants in the newly-piloted Integrity Idol Fellowship.

### Here's how people involved in the campaign described its impact:

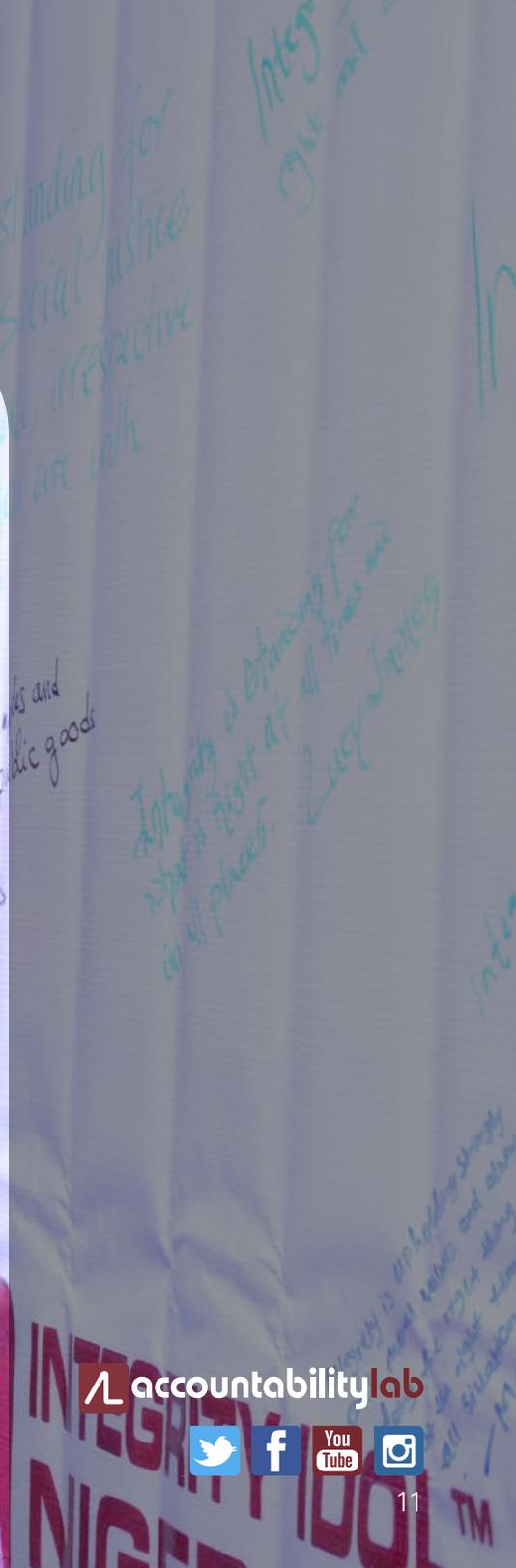
- Voters, volunteers and judges all reported feeling more responsibility to be accountable in both their personal and professional lives.
- Idols reported increased credibility and stature at work that enabled them to get things done more easily and to spread their ideas to other districts or institutions.
- Idols reported increased motivation, satisfaction in their work, and sense of responsibility.
- Idols saw more support from their supervisors in government. Yet a couple of Idols said they experienced mistrust and even jealousy from coworkers.
- Many Idols have enjoyed a larger public profile and increased networking opportunities since the campaign. People actively reach out to them and solicit their participation in events.
- Volunteers and voters said their image of government had improved after participating or voting in Integrity Idol. They reported that they saw more good people within the system than previously.



*"Not all the people who work in government office are corrupted, and yes, it has increased my trust in government."*

an Integrity Idol voter commenting on how the campaign changed her view of the government

# Ideas for Improvement and Lessons Learned



As part of our survey, we gathered suggestions for improving Integrity Idol. We have also conducted in-depth reviews with our teams and other in-country stakeholders about changes that can be made going forward. Through a partnership with MIT GovLab we also hosted a fellow in Mali who provided feedback and ideas based on over 30 interviews with stakeholders in Integrity Idol.

**The ideas for improvements are outlined below with our responses:**

**i) Increase publicity**

One of the most frequent recommendations was to intensify publicity for the campaign in print, TV, and social media and to raise more awareness through outreach programs and events. Some version of this idea was made many times over by respondents in each country. They feel we need to do more to penetrate the population, reaching rural and more marginalized communities, in order to make the campaign truly a nationwide event.

**Our response:**

We agree that a key part of the campaign is public awareness and engagement. We have tried as best we can within the resource constraints we have to reach as many people as possible – including through TV, syndication with local community radio stations, social media outreach, op-eds and articles in the newspapers, viewing parties and community discussions. Going forward we will seek to do even better through: developing media guidance packs and social media toolkits for Idols and volunteers; continuing to build relationships with journalists at the national and international level; building out our engagement through relevant communication channels (such as Whatsapp); and increasing the number of events in locations outside large cities, as our budget allows.

*“Through a partnership with MIT GovLab we also hosted a fellow in Mali who provided feedback and ideas based on over 30 interviews with stakeholders in Integrity Idol.”*

## ii) Improve storytelling

The videos and content around Integrity Idol are improving as we receive feedback on the campaigns and are able to bring in and train more accomplished film-makers. However, feedback has included the point that we can improve our storytelling further to ensure that we inspire the greatest possible number of people to support integrity; and that we can tell better stories about the teams in which the Idols work.

### Our response:

In the coming campaigns we will ensure more compelling stories about the Idols including through: making videos about the Idols after their selection to indicate the impact of the campaign on their careers and their ability to build trust and push for reform; hosting Facebook live interviews with the Idols during the campaign with Q and A from the audience; and livestreams of the ceremonies and summits. We will also ensure during the video and audio creation process that we highlight and interview additional team members and colleagues of the Idols to encourage their participation and support for the campaign.

*“We will also ensure during the video and audio creation process that we highlight and interview additional team members and colleagues of the Idols to encourage their participation and support for the campaign.”*

### iii) Build better understanding of the process

Feedback has indicated that while people support Integrity Idol, understanding of the process itself is not always as high as it could be, particularly in areas outside capital cities and in places with low bandwidth. People participate but are not always sure how the top 5 Idols are selected and what happens once they win. Moreover, many civil servants never learn they were nominated for the program. Ensuring that all nominees know they were nominated is a relatively easy way to raise awareness of the program.

#### Our response:

We will better train volunteers to explain the Integrity Idol process as they are soliciting nominations from citizens. We will also create content on social media and the website that better explains how nominations, judging and voting takes place. We have developed an FAQ document that we will distribute at engagement events and online. We also hope to host mini Integrity Summits outside capital cities to further engage local level government officials. We will also work towards informing all civil servants that they were nominated for the program.

*“The videos and content around Integrity Idol are improving as we receive feedback on the campaigns and are able to bring in and train more accomplished film-makers.”*

#### iv) Diversify approaches

Another recurring theme was to open the campaign to include more – or even all – sectors of the economy, not just civil servants. Others suggested separate campaigns for different subgroups within the population. One Nigerian respondent proposed launching a kids' version of Integrity Idol: "Let them know that you don't have to be an adult to have integrity and be honest."

#### Our response:

The format of Integrity Idol is evolving over time as we learn, iterate and adapt. To date we have focused solely on civil servants to ensure the campaign remains citizen-centric (as these people are most often the touch-point for citizens with government), apolitical (given that civil servants are non-elected officials); and as accessible as possible (given the number of government bureaucrats). Going forwards we are interested in experimenting with other formats for Integrity Idol, including the possibility of sectoral campaigns, sub-national or supra-national campaigns, awards for teams rather than just individuals and junior Integrity Idol campaigns. The possibility of developing these approaches will depend on research we are currently conducting on their potential impact and how partnerships and ideas develop across contexts.

*"The format of Integrity Idol is evolving over time as we learn, iterate and adapt."*

## v) Support Integrity Idol networks

A clear recommendation is to work harder on building communication channels between the Idols and develop networks between the various constituencies involved in the campaign - Idols, volunteers, judges and citizens. Integrity Idol has worked well in terms of beginning conversations around integrity but must now move towards pushing around the campaign with broader coalitions for change.

### Our response:

We are working hard to develop Integrity Idol networks and communities. In all countries we have developed Whatsapp and social media groups for daily communication, brought the Idols together informally, and hosted Integrity Summits with the Idols and other stakeholders to discuss issues of integrity and accountability (the most recent summit in Nepal included over 130 government officials). We have also developed an Integrity Fellowship in Nepal which has allowed for over 20 young people to shadow the Idols in their work – a program that we will soon expand to Mali and Pakistan. To further these efforts, we may consider planning quarterly get-togethers for Idols and facilitating cross-country Idol introductions and connections between Idols and volunteers.

*“We are working hard to develop Integrity Idol networks and communities.”*

## vi) Improve volunteering recruiting, training, and appreciation

Volunteers are an integral part of the Integrity Idol campaign, and their task is not simple. Surveys of volunteers in Nepal revealed the need for more training and upfront assessment of volunteers' skills to match them with appropriate work. We should also make every effort to recognize volunteers for their hard work once they are finished.

### Our response:

The campaign's volunteer program is one of our key avenues for shifting the younger generation's attitudes and behaviors, and we are working to improve the whole experience. During the training, we aim to include more practice with scenarios that volunteers may run into in the field. We will also pre-evaluate volunteers on their skills and abilities so they can be matched with appropriate work. We already hold volunteer appreciation events and are devising ways to make them more meaningful. For example, we could provide an award for the volunteers who go above and beyond or set up a private dinner for volunteers and Integrity Idol finalists.

*"The campaign's volunteer program is one of our key avenues for shifting the younger generation's attitudes and behaviors, and we are working to improve the whole experience."*

### vii) Think through broader normative and cultural shifts

A key part of what we are trying to do with Integrity Idol is shift attitudes and behaviors over time, not just among the Idols themselves but also among their superiors, colleagues and others within government. While we feel this is beginning to happen (as evidenced above) and we have some anecdotal evidence to this effect, we have also seen challenges. These include incidents of colleagues becoming jealous of Idols' success and reprisals from superiors who fear Idols as competition. We need better information as to the extent to which highlighting individuals through Integrity Idol can lead to larger, collective changes in integrity.

#### Our response:

We are now conducting research with the MIT GovLab and with the Building Integrity Program at the Blavatnik School of Government at Oxford University to better understand this issue. A researcher from MIT visited the Integrity Idol program in Mali in early 2017 and interviewed over 30 stakeholders in the process (read a blog [here](#)). Another will visit Nepal in the summer of 2018. With Oxford, we are working to develop a set of questions that will allow us to better understand the bureaucratic politics around Integrity Idol more broadly across all of our programs. To mitigate the jealousy encountered by many Idols, we can think about ways to bring coworkers into the fold. For example, Idols can speak about any support they receive from coworkers during their featured episodes and chosen coworkers can also be invited to the Integrity Idol ceremonies.

*“A key part of what we are trying to do with Integrity Idol is shift attitudes and behaviors over time, not just among the Idols themselves but also among their superiors, colleagues and others within government.”*

# Next Steps

These results suggest that Integrity Idol is improving the image of government and promoting integrity in the countries in which it operates. By celebrating heroes of public service, we expect the campaign to encourage more ethical behavior and to inspire young people to pursue careers in government. That improves the bureaucracy's image even further. Bit by bit, norms start to shift, and it's no longer acceptable to act in personal – instead of the public – interest. A new narrative emerges: rather than feeling stuck, citizens start to see themselves as part of a society that is moving beyond its old problems and that they themselves can be part of the solution.

While this review is not scientific, the overwhelmingly positive response to our survey gives us confidence we are on the right track. Our next step is to incorporate the suggestions we gathered as outlined above. We'll also continue to gather feedback and look for new ways to learn and measure our impact.

**Do you have ideas or feedback on this report?**

**What did we get wrong?**

**What did we leave out?**

**Contact Accountability Lab's Programs and Learning Officer Cheri-Leigh Erasmus at:**  
[cheri@accountabilitylab.org](mailto:cheri@accountabilitylab.org) to chat or find us on Twitter [@integrityidol](https://twitter.com/integrityidol) and [@accountlab](https://twitter.com/accountlab)

*“By celebrating heroes of public service, we expect the campaign to encourage more ethical behavior and to inspire young people to pursue careers in government.”*