accountabilitylab

Morgana Wingard (www.morganawingard.com)

Impact Report 2014

Partnering with Citizens Around the World to Build Accountability

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31 January, 2015

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Partnering with Citizens Around the World to Build Accountability

2014 IMPACT

2 PILOT COUNTRIES

Liberia   Nepal

We partnered with **17** LOCAL CHANGE-MAKERS

or

ACCOUNTAPRENEURS

We provided

- Training
- Management Support
- Mentoring
- Networking
- Seed Funding

to help these Accountapreneurs create...

HIGH IMPACT

COST EFFECTIVE tools for anti-corruption

95% FEEL A PART OF A COMMUNITY WORKING TOGETHER TO BUILD ACCOUNTABILITY

95% FELT MORE EMPOWERED TO CREATE POSITIVE CHANGE IN THEIR COMMUNITIES

OUR ACCOUNTAPRENEURS

DIRECTLY ENGAGED 184,561+ citizens
(over 9x the 2013 amount)

WE LEARNED LESSONS IN 4 KEY AREAS

- Develop capacity and strategic plans to significantly scale our work
- Continually match our support for accountapreneurs to changing needs
- Work simultaneously with citizens and governments
- Make marketing and storytelling a priority

We assessed engagement with government officials

100% told us they have been motivated to speak up for or personally practice greater accountability

42% said the Lab has helped him/her better communicate with and/or serve citizens

AMONG PEER ORGANIZATIONS

86% believe the Lab has positively contributed to the transparency/ accountability agenda

100% said they would be interested in collaborating with the Lab

175+ DONORS

94% have become more interested in accountability since donating to the Lab

100% said they would give again

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Our Mission

The Accountability Lab supports citizens to build **accountability** and **integrity** in their communities. Our team provides training, mentorship, networks, management support and seed funding for the development of low-cost, high-impact ideas for positive change. By enabling people to use information and knowledge to hold their governments to account, the Lab is finding innovative ways to unlock the rich potential for political and economic development around the world. The Lab also strives to reinvent the way that organizations can function through radical transparency, oral reporting that fits the context, creative outreach campaigns, and alternative revenue models.

Our Theory of Change...

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Partnering with Citizens Around the World to Build Accountability

2014 THEORY OF CHANGE

The Problem	Our Solution	Short-Term Impact	Long-Term Impact

analysis   actions   engagement

Poverty, inequality and violence around the world because people with power are not accountable to citizens

Mentoring, networks, management support and seed funding for 'accountapreneurs' with great ideas for change

Community and knowledge building through events, trainings, outreach and cross-country lesson-sharing

National and international advocacy and policy change through campaigns, working groups and high-level advice

Citizens and power holders more aware of their rights and responsibilities and are more active in building accountability

Greater global support for accountability; other organizations are inspired to develop creative, citizen-led accountability initiatives

Collaborative movement for change; governments and other power-holders respond to citizens' needs and use resources more responsibly

Improved lives for citizens

accountability lab

Our Theory of Change

This Theory of Change responds to a direct and stated need we hear constantly from people living around the world that decision-makers and those in power are not responsible or accountable.

There is empirical research, too, that links corruption with lack of development. For example, a research study found that **140,000 children are killed each year due to corruption**; and the World Bank has drawn clear links between poverty, violence, corruption and an absence of the rule of law. (Read other studies that come to similar conclusions here and here). While we feel that the relationship between corruption and a lack of development can be more nuanced and requires further research, citizens themselves have been shown time and again to recognize the importance of accountability in their societies. In a recent public opinion poll, respondents globally identified "honest and responsive government" as one of their top four development priorities. Moreover, in the World Economic Forum's 2014 survey of millennials around the world (on which we partnered), over 72% agreed that "corruption is causing lost opportunities for my generation", and **over 50% said they don't feel they have the tools they need to fight corruption in their community**[1]. We believe that by helping citizens create initiatives for accountability we can fill a much-needed gap and our work can change the lives of millions of people.

Morgana Wingard (www.morganawingard.com)

[1] We helped develop and administer this survey with the World Economic Forum.

Measuring Our Impact

To us, impact means the change we create in the world. Our goal is to not only highlight our impact but also to improve it and to learn from areas where our work is less impactful than it should be. We aim to make our impact relevant to everyone with whom we interact, particularly the people on the ground who it is our primary mission to serve. In this report, we strive to follow the impact reporting best practices: **clarity, accessibility, transparency, accountability, verifiability, and proportionality**[2]. We appreciate the time and support of each individual who answered our surveys, as well as the generous pro-bono support of Intentionality CIC in the design of our impact reporting process.

In addition to conducting a year-end impact survey and creating a yearly Impact Report, we seek to **measure and share our impact** throughout the year. We ask our accountapreneurs to conduct a survey before and after each iteration of their initiatives, and our team creates monthly dashboards on the progress of each in project. In 2014, we started hosting Quarterly Impact Calls to report on and discuss our progress with the public (listen to archived calls here). We also encourage people to follow us on social media for frequent updates, success stories and information on the challenges we face.

Note: The devastating Ebola crisis in Liberia this year affected our work and made it difficult to gather impact data. However, we were able to find creative ways to adapt the majority our work in Liberia to help address the public health concerns in sustainable ways, and to gather information on how well we did. We believe the severity of this crisis was directly related to a lack of accountability and trust between citizens and power-holders (read more here and see page 30 for more information).

[2] As outlined in "Principles of Good Impact Reporting for Charities and Social Enterprises" by Acevo et al. (2012).

Methodology

For this process, we divided our network into **5 key stakeholder groups: Accountapreneurs, Participants** (we don't like the word "beneficiaries"), **Government Officials, Donors, and Peer Organizations**. For our second annual impact survey, we kept most of the same structure and questions as the previous year, to allow us to accurately measure change over time. However, we did add the "Government Officials" category in response to feedback from last year's survey; removed a few questions that did not yield useful information; and added several questions that we thought would help us gather important new data points. Our team distributed these surveys through Survey Monkey, email, and hard copies, and **received 189 responses** (an 11% increase from 2013). We calculated percentages from the number of responses to each question rather the total number of survey responses. We also added a section below in which we highlight additional impact we created through awareness raising, community building and generating economic opportunities.

We recognize that **our impact measurement methodology can be improved** and we are committed to continually refining it over time. A few of our impact measurement goals for 2015 are to: make monitoring and survey collection more constant and iterative over time; break down the questions that received over-whelmingly positive responses to gather more nuanced information; and find more creative and clear ways to show the less tangible aspects of our impact, such as the communities and networks that we're creating.

An Accountability Collective in Nepal, where our accountapreneurs discuss their progress, challenges and ideas.

Lessons Learned & Implemented...

As a **learning organization**, we seek to continually adapt, iterate and improve using the feedback we receive in our impact survey. Below we outline how we worked to put the key lessons learned from our 2013 Impact Report into action in 2014. At the end of this report we outline the continuing challenges we faced in 2014 and our key lessons learned from our new set of data.

Lesson 1: Measure impact and tell stories more effectively

Our response: Our team engaged with various communities of experts, from TALEARN in Jakarta to the Center for High Impact Philanthrophy at the University of Pennsylvania in Philadelphia, in order to think through the difficult questions around impact measurement and try to improve our approach. As you read this report, we hope you will see that we have refined our impact measurement process a great deal this year, for example we have created an "impact" page on our website and set up Quarterly Impact Calls. Furthermore, though we have room to grow in terms of effective storytelling, we've found ways to tell the stories of the amazing accountapreneurs we work with in a variety of creative ways this year, including videos, Instagram posts, radio interviews, postcards, and Social Impact Tours!

Lesson 2: Improve visibility and outreach efforts

Our response: We sought to provide more frequent and accessible information to all our stakeholders and to increase our reach in 2014 by: sending out bi-annual email newsletters; sharing more pictures and instant updates on social media; writing more articles and blogs for influential media outlets; expanding our internal accountability page to include organizational documents; partnering with the ONE campaign to host the global Honesty Oscars campaign; pitching our work everywhere from SXSW Eco to the Innovation Factory Summit; conducting Social Impact Tours for a global audience to see the work of the accountapreneurs first-hand; joining the Book Bus to conduct training and outreach sessions to youth across Nepal; working with 45 top musicians in Liberia on an anti-Ebola campaign; launching a nationwide TV show in Nepal; and much more! (See pages 30-31 for more details)

Lessons Learned & Implemented

Lesson 3: Strengthen collaboration and community building

Our response: We ramped up our community building efforts and explored new opportunities for collaboration this year by meeting with dozens of community groups; engaging in local working groups, collaborating with international policy and practice initiatives, attending relevant conferences around the world; hosting frequent Friendraisers, Film Festivals and other community events; and bringing the accountapreneurs together in Accountability Collectives, where they share ideas, discuss challenges, and find ways to support each other. We were particularly excited to set up an OpenGov Hub in Nepal in June, which has created a space for 7 transparency and accountability-focused organizations to regularly exchange ideas, host community events, and served as the go-to place to learn about Nepali civil society's efforts to improve governance. (See pages 30-31 for more details)

Lesson 4: Expand to new contexts and countries

Our response: The 2013 survey results showed the need for an expansion of our work—which we have begun to pursue, while maintaining acute awareness of the additional capacity, resources and strategic planning needed to do so effectively. We held many discussions with our board, advisors and peer organizations to learn best practices and create a strategy for scale. At the same time we helped several of the accountapreneurs, such as the Community Justice Teams in Liberia and Citizens Campaign for the Right to Information in Nepal scale their work to new communities, and our teams also traveled to southern Nepal, India, Sierra Leone, Senegal and Zimbabwe to scout out and assess the environment and opportunities to scale in each new location. Furthermore, we recruited an Accountability Ambassador in Pakistan who has begun building the foundation for our work there through outreach events and meetings with potential accountapreneurs.

Accountapreneurs...

Accountapreneurs are the creative individuals and organizations (the accountability change-makers) with whom we partner to develop initiatives for accountability and anti-corruption.

We received survey responses from 13 out of the 17 accountapreneurs.

MONROVIA

54%

46%

KATHMANDU

38%
18-30 yrs

62%
30-60 yrs

31%
FEMALE

69%
MALE
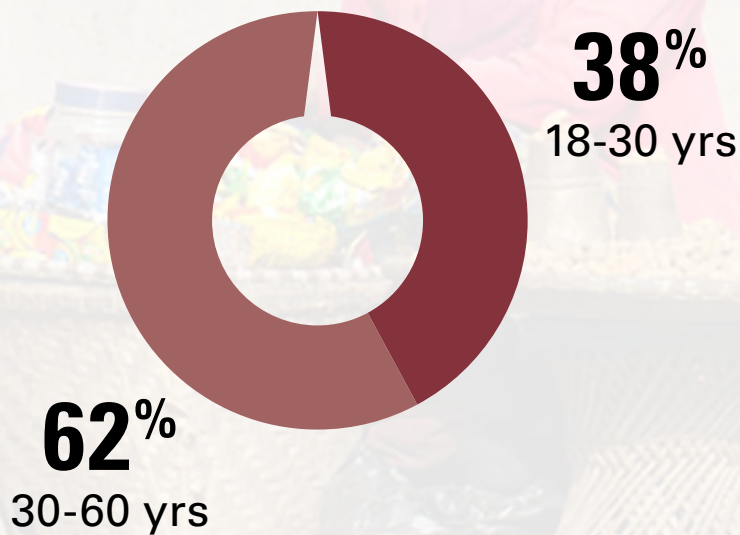
Accountapreneurs...

These accountapreneurs directly engaged:

184,561+ people

92% agreed that they can personally help build
accountability in their local community

(9 strongly agree, 3 somewhat agree, 1 somewhat disagree)

What have you learned ?

- To be **responsible** for my actions
- Accountability requires the **participation** of everyone in a community from family members to national leaders
- The top-down/bottom-up approach to accountability is the surest way to **build trust** and responsible citizenship at every level or sector of society
- How to contribute skills to society to create **accountability**
- How to organize and arrange conflicting parties for **mediation**
- How visual media can be used to **raise the issues**

As an accountapreneur, what new skills have you developed?

- Adapting to change
- Networking
- Project management
- Improved fundraising, budgeting, and accounting
- Teamwork & listening
- School curriculum design

- Identifying gaps in information
- Using existing tools in new ways
- Developing training courses
- Forming & implementing policies
- Presentation & advocacy

Accountapreneurs...

This year we **helped build-out 5 new accountability initiatives** (Accountability Art School, Accountability Clubs, Accountability Comic Books, Civic Schools, and Integrity Idol) and helped expand and refine the tools from previous years. Read more about the tools in our Annual Reports!

90% said the Lab played a significant role in the development of their initiatives

(55% said the Lab played a large role in their progress and 45% said a moderate role.)

The Accountapreneurs ensure that their work is cost-effective & sustainable:

Cost-Effective

- Involving young volunteers to minimize administration cost
- Mobilizing local activists
- Collecting a small registration fee from participants
- Partnering with others, including colleges, hotels, media and experts, to keep costs low
- Reducing low priority items on budget
- Inventing a low-budget way of filmmaking

Sustainable

- Creating an alumni network for the program
- Collaborating directly with schools
- Developing personnel so they can take on leadership in the future
- Doing their best to gain public trust and support
- Working continuously on the principles they believe
- Setting up a business model where they provide related services to fund a portion of the work

The Accountapreneurs indicated willingness to improve their work next year by:

- Learning and improving from past mistakes and experiences.
- Being more proactive and holding frequent trainings.
- Engaging in more groundwork.
- Setting up more organized systems.
- Following detailed plans.
- Expanding their work to new locations, including outside capital cities.

Accountapreneurs...

Nepali Accountapreneur Case Study

An interview with Anita Thapa, Founder and Director of Civic Schools

How have you seen your capacity grow this year as you've worked with the Lab?

When we started Civic Schools, it was just an idea [for improving civic education]. We did not have funds and resources, just a few committed people that wanted to do something related to civic education in schools. Since our collaboration with Accountability Lab, we are more organized, have specific goals and the right kind of networks, and funds, to support our journey. We now have 8 coordinators, 4 schools, more than 200 active students, and supportive principals.

How has working with the Lab changed your mindset?

"The Lab has helped me see that if I am asking schools to be accountable and students to take voice, I need to do it in my organization. We are now trying to be as transparent andaccountable as possible within our organization. If I don't do it at my office, I wouldn't have the confidence to tell others.

What is an example of one of student-led community projects from your program?

"In the private schools participating in Civic Schools, the students were very introverted, particularly girls, but by the time we finished our activities, the girls really

surprised everyone. They took initiative, collecting a little bit of money every day from their peers and parents, and have now planned a big school fair to talk about how to use the funds. They want to support the government schools also participating in the Civic Schools program to buy the resources they need, such as books and stationary. This was completely their own idea, and they're now inviting students from other grades to join their club and share the experience."

What have you gained from being part of the Accountapreneur community?

"We're not alone, we're in a network of like-minded organizations who are our friends. Onion Films has provided five documentaries for us to show in our schools; CCRI trained our volunteers on Right to Information and has invited us to call on them for information or assistance whenever we need them; and we're thinking of planning a theater project with Shilpee Theater."

Accountapreneurs...

Liberian Accountapreneur Case Study

An interview with Divine Key Anderson, Founder & Executive Director of Liberia Film Institute

How has you see your capacity grow this year as you've worked with the Lab?

At first, we were more of an organization on paper, offering an ad-hoc film school that was driven by my passion and those of our students. With the assistance of the Lab, we've formally registered the Liberia Film Institute (LFI). The Lab has also helped us devise a successful strategy to seize the post-Ebola moment, and secure major grants to use the power of film to provide public health education messages to stop Ebola transmission. We now have a strong core of administrative staff, implementing our five-year plan.

How has working with the Lab changed your mindset?

The Lab has shown me that results can be achieved with minimal resources and that these initial successes can be leveraged for both institutional growth and positive social change. A year ago when I started the Liberia Film Institute, I never would have imagined it would play a leading role in responding to an unprecedented global health emergency.

What has been an example of a LFI film project and what has its impact been?

We partnered with the CDC to produce a holiday message short-film promoting the "Ebola Must Go" campaign principles of Liberia's Ministry of Health and Social Welfare. For about 2 weeks, the film was shown in 20 locations in Monrovia through screens mounted on motorized tricycles. We estimate that at least 3,000 individuals watched the live

screenings from start to finish, and we distributed copies of the film and Ebola Must Go leaflets to about 2,000 more. Late December was a critical time in sustaining the momentum to break the chain of Ebola transmission in Monrovia and I think we played a critical role in supporting those efforts.

**How is the Accountability Lab empowering Liberian citizens to strengthen feedback loops?**

At LFI we are providing students with a skill and a tool to find their voice. The government, policymakers, and other key stakeholders are listening and we are finding increased support for our efforts. For example, many government officials have attended our Film Festivals and engaged with discussions with citizens about the issues they saw in the films. To foster a culture of accountability it is critical that citizens and youth are engaged and that their government is responsive. Film is uniquely suited to show where acts of impropriety have occurred and it can also highlight individuals who are doing their best to build a better Liberia.

Participants...

While many stakeholders participate in and benefit from our work, this category refers to citizens in developing countries who directly interact with the accountapreneurs' tools and initiatives for accountability. It is impossible to track all participants in our work—particularly people engaging with online platforms, TV and radio shows, and outdoor chalkboards and murals—but our local teams distributed the survey to those to whom they had access.

We received 50 participant responses:

48% Liberia

48% Nepal

4% US

28% 30-60yrs

2% <18yrs

70% 18-30yrs

32% Female

68% Male
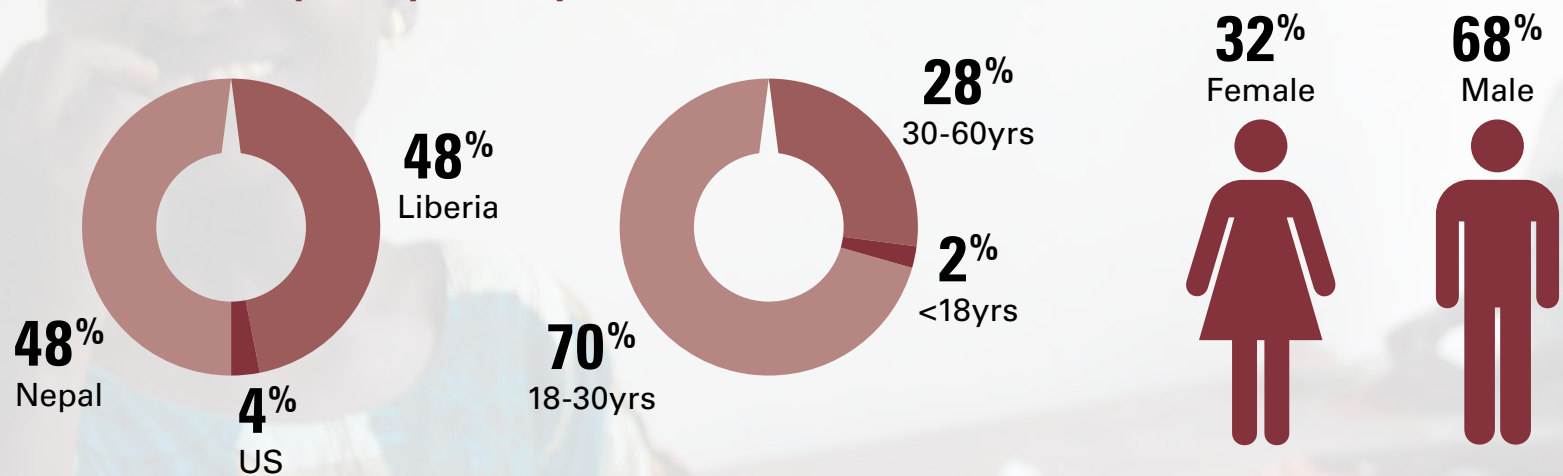
How does corruption and a lack of accountability affect your life?

"Corruption and lack of accountability limits my opportunities especially services and opportunities in government sector. For example, in many cases I have to pay bribes to get my work done or I have to wait many days if I don't pay bribes."

"Due to corruption, I face day-to-day problems in life as a common man: no water in tap, load-shedding, can't complete any work without bribe."

"It effects in a major way like getting jobs, getting basic human rights, simple facilities by government offices in an efficient way that doesn't make us feel small everyday."
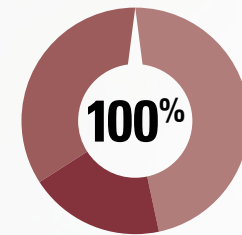
Participants...

Because of their participation in our accountapreneurs' projects:
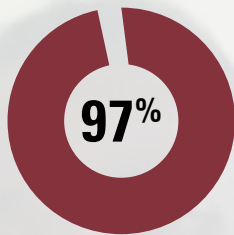
97% said they feel to a greater extent than previously that power-holders and decision-makers should be held to account
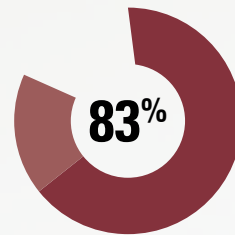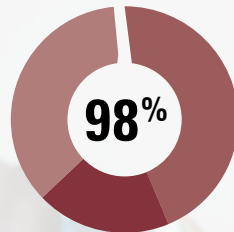
83% say the Lab has helped him/her hold someone responsible or to gather information to better access government service
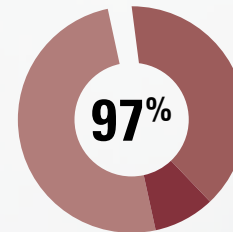
100% said they feel that they have improved their knowledge about accountability issues
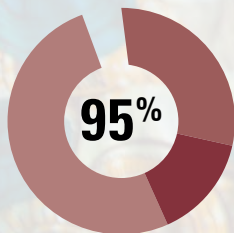
46% a lot
36% a moderate amount
18% a little

98% said they have developed new ideas for creating/improving accountability
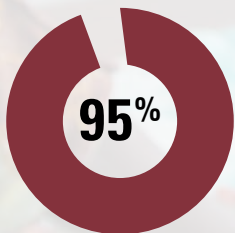
46% a lot
36% a moderate amount
18% a little

97% said they have developed new skills

37% a lot
50% a moderate amount
10% a little

95% said they feel a part of an accountability community

50% a lot
29% a moderate amount
16% a little

95% 95% said they feel more empowered to create positive change in their community

100% plan to be involved in accountability efforts going forward

68% a lot
27% a moderate amount
5% a little

* All total amounts (except "improved knowledge about accountability issues", which went up 2%) went down 1-5 percentage points since 2013 (from almost 100% in 2013). We are now trying to better understand why this is the case in three ways: first through further discussions with the participants; second through a workshop with program leaders and accountapreneurs to delve further into the figures; and third through an internal review of program design.

Participants

To gauge the continued impact of our projects, we also asked them how they will take their ideas forward and create accountability.

Here are a few of the responses:

"Producing movies that are a tool for social change"

"Being a very good example of what we want to see happening"

"Creating murals that raise awareness on important issues"

"Demanding accountability in my investments, transactions and accounting"

"Writing articles and speaking publicly about accountability"

"Exercising my Right to Information"

Participants in the Kick out Corruption program in Liberia using soccer to learn about accountability issues.
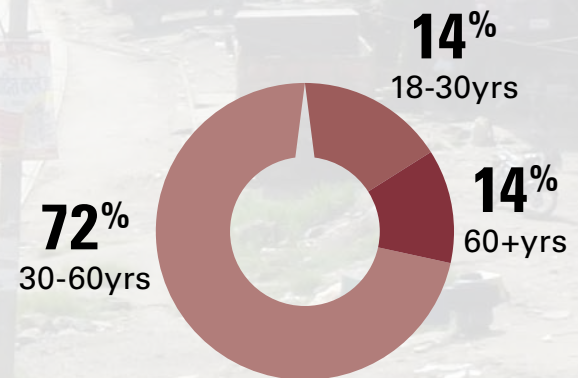
Government Officials...

Because accountability work is inherently political, and we seek to create systemic change, we added government officials as a fifth stakeholder in our survey this year. This also responded to suggestions in last year's impact report that the Lab should **engage more directly with power-holders and policy-makers**. Through the survey, we hope to begin to measure our long-term, system-level change within the countries we work and to identify opportunities to improve and build upon links between governments and the citizens to whom they are responsible.

Our local teams distributed the survey to 27 government officials and received 14 responses. While we recognize that there can be biases and inaccuracies in such a small sample size, the responses are an important first step.

14% Nepal

7% Unknown

79% Liberia

14% 18-30yrs

14% 60+yrs

72% 30-60yrs
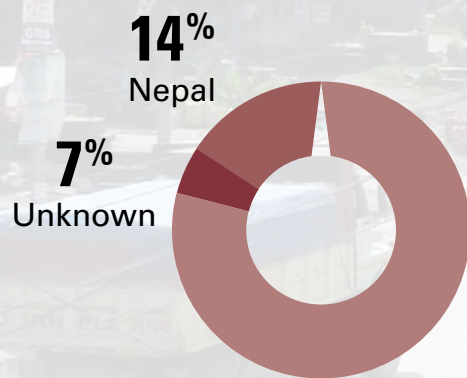
29% Female

**71%** Male

Government Officials...

71% had previously heard of the Accountability Lab — through Open Government Partnership working group, attending one of our programs, meeting with the staff, word of mouth, social media, and "a friendly discussion with someone who benefited from the Lab's training."

How do you think the work of Accountability Lab affects your country and the lives of its people?

"By talking less and focusing on tangible projects."

"By making citizens focus more on problem-solving rather than complaining."

"Mechanism wise, from the ground up, I like this approach. There are many attempts to influence change from top down, but not bottom up, so Accountability Lab is doing some crucial work here."
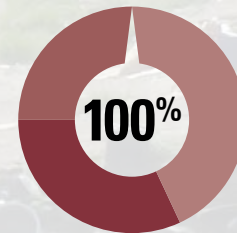
100%
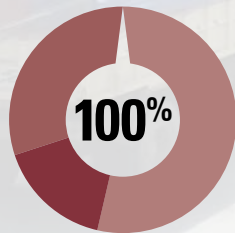
said the Lab has positively contributed to the transparency and accountability agenda

31% a lot
15% a moderate amount
54% a little

42%

42% said the Lab helped them better communicate with and/or serve citizens

100%

said the Lab has motivated or inspired him/her to speak up for or personally practice greater accountability

33% a lot
42% a moderate amount
25% a little

Government Officials

**The survey also shed some light on officials' priorities and perceptions.**

To them, accountability means: "Personal **responsibility**; being responsible for your actions; delivering on **promises**; holding to a certain standard; **answerability**; liability; **openness**; **transparency**; selflessness; sincerity; and performing duties in a timely, just and effective way." Their perception of the most important issues facing their countries ranged from "citizen perceptions about their own leaders" to "misappropriation of public funds" to "youth capacity building." These are key issues that the Lab's work seeks to address.

*Nepal's 2014 Integrity Idol and a District Education Officer, Gyan Mani Nepal,
is awarded his trophy by Leela Mani Poudyal, Chief Secretary of Nepal, at our Integrity Idol Closing Ceremony*

Peer Organizations...

We believe that collaboration and community-building are central to finding sustainable solutions for accountability and building a new generation of citizens that value integrity. Therefore, we strive to share ideas with, learn from, and partner with other organizations working on the anti-corruption, transparency, and governance agenda. We received 89 survey responses from representatives of peer organizations in 10 different countries.
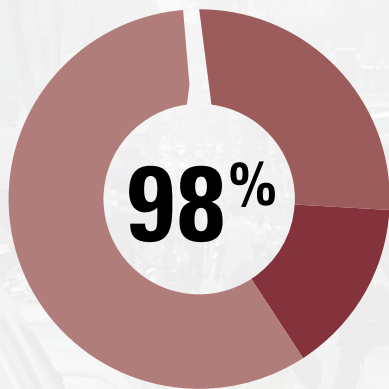
98%

believe the Lab has positively contributed to the transparency and accountability agenda

15% a lot
57% a moderate amount
26% a little

*"I think the Lab has done a good job of **changing the discourse** from corruption to accountability while using the creative arts for social impact in the communities in which it has worked."*

"Showing that there are some amazing ideas out there, they just need champions and support."

*"I like the **360 degree approach to accountability** where you are not just focusing on government corruption but taking it to the individual person level and also questioning donor accountability on the use of aid resources."*

Peer Organizations...

Is what the Lab does different from other transparency and accountability organizations? 90% said yes.

(*up 3% from 2013)

*"The Lab has developed **a model that really stands out** - championing the individuals and small organisations who are trying to solve their own problems."*

*"Accountability Lab is **free of bureaucracy**. It has the talented and fun team who are easy to learn from and work with."*

*"I think AL **taps into the ingenuity of people** most impacted by the problem instead of just trying to implement their own cultural standard ('We need more democracy') on the issue."*

*"The work of the Lab seems much more embedded and active **'on the ground'** than other transparency and accountability organisations."*

*"AL really **practices what it preaches** and seems to me to be actively trying to address/engage with some of the key challenges - about context, about politics, about measurement etc. - that the sector faces."*

*"I think the Accountability Lab is unique in that your **interventions are low cost and yet higher impact** and relate to the grassroots people, which makes your interventions sustainable both financially and socially."*

Peer Organizations

What stands out as the strongest aspect of the Lab's work?

creating tools hands-on **authenticity**
grassroots driven **collaboration** internal accountability
responsiveness
diversified approach cultivating young leaders **innovation**

97% of respondents indicated that they would be interested in collaborating with Accountability Lab in the future.

The survey process itself helped to build interest in collaboration:

"In taking this survey, I've learned a bit more about what Accountability Lab is trying to accomplish. Would love to chat more to explore what natural synergies there are."


The Lab participating in discussions with a variety of peer organizations at Transparency Accountability Initiative's TALEARN Conference in Jakarta, Indonesia

Donors...

In 2014, we raised a total of $404,099 (more than double our revenue in 2013!) from over 175 donors around the world—while maintaining our high standards for cost-effective fundraising.

We believe we are accountable to citizens but also to the many supporters who make our work possible, and thus we include them in our annual impact survey. We received 23 responses from donors in 10 different countries.

13% 55-64yrs

26% 25-34yrs

4% 18-25yrs

9% 45-54yrs

4% 65-74yrs

4% prefer not to say

39% 35-44yrs
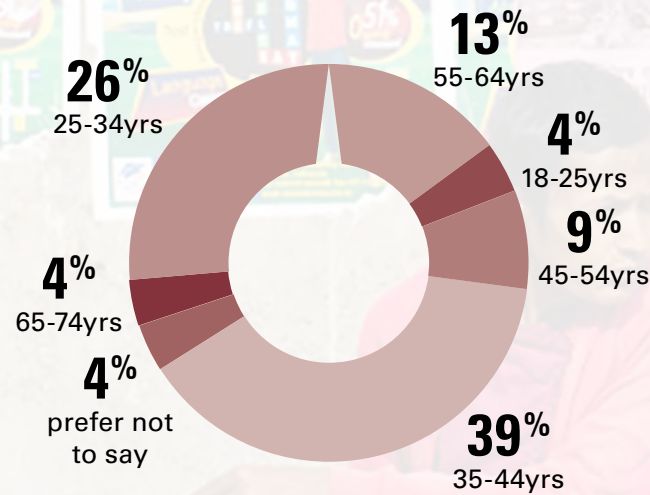
33% Recurring Donors

57% Female

43% Male

100% thought that their donation was valuable in helping to generate accountability	2013	2014:
very valuable	42%	50%
valuable	37%	39%
somewhat valuable	33%	11%

100% said they understand how the Lab works	2013	2014:
completely	8%	22%
mostly	58%	67%
somewhat	33%	11%

94% said they have become more interested in issues of accountability and transparency since learning about giving to the Lab

100% indicated that they would give again (26% of last year's survey respondents who said they would give again did so.)

accountability**lab**

Donors...

Why do you give?

"Recognizing transparency as a misunderstood issue that hugely affects every other aspect of social change… this has to be tackled at a hyper local level, too, not just one government talking PR to another government."

"Innovative ideas, committed staff, responsible working habits."

"I can't imagine an organization that does more with the resources it has. I gained even greater confidence that my donation is being used to change lives as I participated in one of the Lab's Social Impact Tours in Nepal, met the inspiring accountapreneurs, and saw the multiplying impact their work is having on society."

The Return on Investment:

We believe in the power of small grants to make large-scale change, and we strive to maximize the return on investment in dollar terms of each of our grants. Below are a few examples:

The **Community Justice Teams in Liberia**, for example — with a total investment by the Lab of $9,810 to pilot the teams in two different communities — have now mediated 150 cases in their communities, saving citizens $20,000.

Donors on the Social Impact Tour meet the Civic Schools team in Nepal

They have also raised an additional $29,379 (from Trust Africa, the Dutch Ministry of Foreign Affairs, and crowdfunding) for their important work: a return on the initial investment of X3.

Donors

The **Accountability Film School** in Liberia — now registered as the Liberia Film Institute — received seed funding of just $9,000 from the Lab- but with our support has now trained over 40 students in accountability film-making through 3 film schools; and raised an additional $216,305.52 for its transformative work. That is a return on investment of X24.

Nalibeli in Nepal — our effort to crowdsource information on public services led by Galli Galli — received seed funding of just under $2,899.27 from the Lab. Combined with our mentoring, networking support, training and management advice, the Galli Galli team has raised an additional $11,000 (from the RSA and crowdfunding) to build out the tool: a return on investment of X3.8.

Visit the Internal Accountability section on our website to track in real-time how our money is spent.

Students of the accountability film school introduce a film about corruption in government at our accountability film festival in Kathmandu
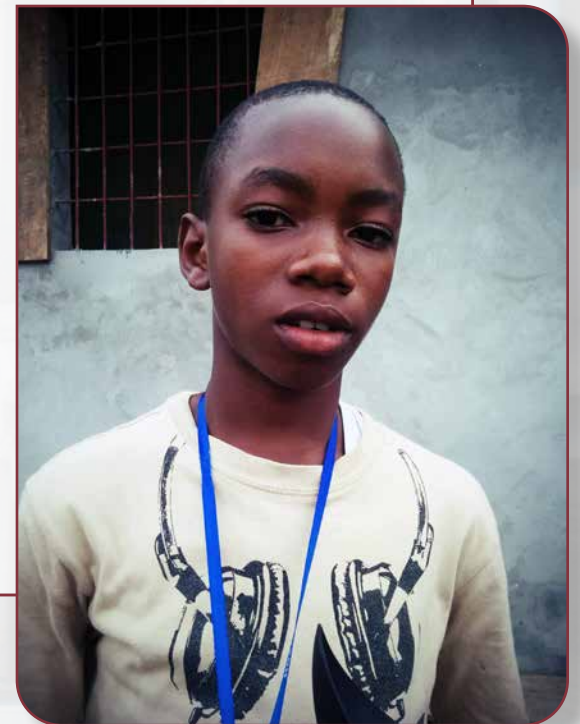
Additional Impact...

Awareness Raising and Thought Leadership

Building accountability is about helping to shift collective mindsets, and often the first step is providing access to information. We believe we can play an important role in raising global awareness around accountability and corruption and setting an example of integrity in everything we do.

Leaders in Ebola Awareness Efforts in Liberia:

Through our accountapreneurs' Ebola related films, murals, citizen journalism, "Kick-Out Ebola" soccer trainings, musical campaign, and community justice teams, the Lab engaged over 42,900 people in 22 communities across Monrovia and four counties around Ebola; delivering life-saving knowledge, messages and support to over 8,400 households. That's **over 40,000 people who became better informed and stayed safe during the worst healthcare crisis Liberia has ever seen**. Furthermore, our staff served as a key commentators on the Ebola crisis, leading the shift in the global discussion around Ebola towards the underlying issue of accountability (See us on NPR, Foreign Policy, The Guardian, Council on Foreign Relations, ONE, Bloomberg, and more).

Anthony Showell, aged 8 - the youngest member of our Ebola awareness film school

To create impact we have to engage as many people as possible around the idea of accountability. Overall, in 2014 the Lab wrote or was mentioned in over **60 news articles and external blogs** around the world. Several leaders and innovators in the field of international relations and development, including Devex, Local First, Stanford Social Innovation Review, the US Department of State, and the World Bank, highlighted us as an organization setting new standards and a case study from which other organizations can learn.

Additional Impact...

We also participated in **26 interviews on the radio**, including the BBC; and **7 TV interviews** including CCTV.

Our website
**received 100,462 views (more than double the numbers for 2013!)
from 178 countries**

We noted periodic spikes in website traffic in countries we do not have a direct presence in but which are undergoing accountability-related changes. For example, many visited from Azerbaijan on June 30th when the government froze bank accounts of the Economic Research Center in order to stop EITI activists. On October 30th we saw a spike in traffic from India when public servants were convicted for corruption. On May 1st we saw plenty of views from Saudi Arabia upon the launch of a website for citizens to issue complaints about government services. In late May and early June when Egypt conducted presidential elections we saw huge numbers of visitors. While we understand clearly that site visits do not translate directly into impact, we feel that these trends indicate that we are building a knowledge base and community that is becoming a critical resource for accountability activists around the world, not only in the countries where we engage programmatically.

Our blog
received 20,488 views from 13,231 visitors (5 times more than 2013!)

Our Twitter posts
received 1,828 link clicks, 1,540 retweets, and 1,455,000 impressions

Our Facebook page
**received 15,820 new page likes, and reached a total of 1,047,992 people
(9 times more than 2013!) in 45 different countries**

We partnered with the ONE Campaign to host the first Honesty Oscars — which received 91,420 votes from people all over the world.

Additional Impact

Community Building

Hosted 12 Friendraisers across the world (in Kathmandu, Monrovia, Islamabad, Washington DC, San Francisco, New York, and several other cities) to build networks of people interested in accountability issues. This builds a spirit of collective action within society.

Set up the OpenGov Hub in Kathmandu, Nepal: the first co-working space in Asia focused on transparency and accountability, and the first global franchise location of the OpenGov Hub in Washington DC. The hub is comprised of seven member organizations. This space to enable transparency, idea sharing and collective action is particularly valuable in Nepal, where NGOs are often criticized for their lack of coordination and duplication of work. Some useful collaborations are already emerging out of the Hub including a joint effort to push the Nepali government to sign up to the Open Government Partnership.
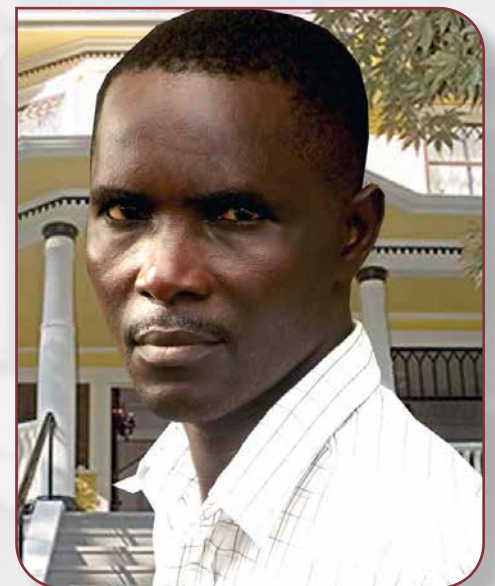
Challenges...

"Whenever an idea pops into my mind, I can talk to people, I can discuss how we can collectively reach goals and, most significantly, I have a group of willing individuals on hand to immediately assist me. I get all these privileges within one building, the same room even."
– Pavitra Rana, Coordinator at Open Nepal and OpenGov Hub Member

Creating Economic Opportunities

In addition to improving accountability, which in turn creates greater potential for economic development, **the Lab has helped create 152 economic opportunities for people in developing countries**. These include jobs, contracts, external grants, and local companies or organizations established. For example, 3 former students of the Accountability Film School in Liberia have gone on to work as videographers or photographers for themselves or for other organizations in Monrovia.

"My affiliation with the lab has broadened my career as a filmmaker and photographer. What I did not achieve in 8 years, I have been able to achieve in less that two years through the training I got from the film institute…I want to pay back the film institute by providing a voluntary service when ever is necessary."
– Hashim Pabai, Accountability Film School trainee

Challenges...

We also asked each of our 5 key stakeholder groups for feedback and ideas on how we can be more effective and make our work more impactful. In this section we aim to **honestly and transparently evaluate their feedback** and address core concerns. By understanding where we fail and where the greatest challenges lie we can remain a **learning organization** and improve our work in the future. There is a critical link to be made between learning on the ground to improve and iterate our work and the impact we see over time. The numbered points below bring together the key issues that came out of the feedback (which is highlighted in text boxes throughout) and the responses provide our thoughts as to how we plan to address them.

"More email updates, more short video testimonials from those who receive funding and who implement projects on the ground."

"Establish/create a vision for the Lab (ex: what does the Lab intend to accomplish by 2020?), and have milestones donors can follow and feel part of."

"Maybe including infographics on exactly how donors' dollars got used with any renewal appeal? And including these infographics in appeals to new donors, proving your own accountability and how directly the money goes to those who know how to spend it best."

"Have there been some good studies on how corruption affects the poverty of a country? It might be valuable to educate people on this through articles or the Internet."

"What if there was a monthly guest feature with a local leader chiming in on their perspective on a hot button issue getting global attention? ...I think seeing more visible links between local and global shared issues would be exciting and would raise visibility of the Lab."

"Put a stronger spotlight on the accountapreneurs and what they are doing day to day."

Challenges...

1. **Donors want us to see more information on the Lab's work and more creative ways for it to be shared.**

Despite our heightened efforts, 18% of donors (compared to 17% last year) indicated that they received "too little information".

Our response: We tried to improve our marketing and communications in 2014 through new pages on our website, more frequent social media posts, infographics about what we do and the impact it creates and photos of our accountapreneurs (see page 5). At the same time, our capacity is limited and we did not want to overwhelm our support base. Given this new feedback, we will increase the frequency of our email newsletters, collect and share more stories and photos from our accountapreneurs and consolidate research on how our work can create long-term change. We are limited by a small budget for marketing and the lack of a designated development team, but we will **try out new ideas wherever possible**.

2. **Accountapreneurs want more funding.**

6 out of 13 Accountapreneurs surveyed noted their current level of funding as a key challenge.

Our response: The Lab provides small amounts of support because we engage with very **early stage ideas** and want to emphasize the importance of a variety of resources, beyond just the financial. However, we recognize that many of our current accountapreneurs have successfully piloted their tools and are now ready to expand them to new contexts —which often requires additional funding. While we aim for each of them to be **self-sustainable within a few years**, we know that successful revenue models often take time to gain traction. In 2015 we will try new fundraising ideas and leverage external funding for expansion of the accountapreneurs' work, while helping them build stronger plans for sustainability and impact over time.

Challenges...

3. All stakeholders want us to scale our work.

Below are just a few of the responses.

"Continue with current issues but increase the coverage areas."

"By increasing its staff and spreading/ decentralizing its works and information to the rural parts of Liberia."

"Sharing their plan, policies and strategies with all anti-corruption activists."

"Establishing regional, provincial offices all over the country."

"Maintain her style of approach to issues but spread to other parts of the country."

"Create a stir amongst the mass that every local person should be aligned with the Lab's objectives."

Our response: We are excited about this demonstration of the widespread demand for our work. We recognize that a lack of accountability is a significant problem all over the world and that our efforts to expand in 2014 (see page 10) represent only a small portion of our potential for good. **Limited funding and staff size** remain our greatest barriers to growth, and we want to be careful to not let a desire to take on too much too quickly jeopardize the quality of our other work. However, we commit to use the resources we do have wisely to help scale our recently piloted projects to new communities, do more effective outreach, and support Accountability Ambassadors to bring our work to more new contexts and countries in 2015.

Challenges…

4. **Participants, peer organizations, and government officials themselves want us to engage in more collaboration with power-holders.**

"By educating these power holders on the importance of being accountable to the public and the benefits of accountability either through film or other means." – participant

"By sensitizing [power-holders] of their role and responsibilities in the society by bringing them to book." – participant

*"Collaborate with some government ministries like, internal affairs, education."
– government official*

"Tie-ing up with government agencies such as Vigilance Center, CIAA." – peer organization

" By ensuring that government officials understand that the act of accountability is not against them but rather in their interest." – government official

"Lobby & advocacy for accountability policy." – participant

Our response: We agree that a truly successful movement for accountability must **combine bottom-up and top-down approaches**, and must involve all stakeholders. We focused in our first two years as an organization on bottom-up, citizen-led initiatives. Nevertheless we recognize the great value in collaborating with and sharing ideas with government officials around accountability. We saw several break-throughs in this regard in 2014 which included: our Community Justice Teams represented citizens in talks with government officials on management of the Ebola crisis in Liberia; we held the first Integrity Idol TV show to honor Nepal's most honest civil servant; government officials attended our Accountability Film Festivals; and our team met with the president of Liberia to share progress on our work. In addition, we generated ideas on how to best engage with government officials through their survey responses (see page 12) and we will continue to ramp up our engagement with power-holders of all kinds in 2015.

Challenges

5. Peer organizations want us to make our strategy more clear and transparent.

"Consider a final outcome/ mission complete plan—what would it look like if ALL countries are accountable and transparent? How is AL bringing us closer to that vision?"

"Clearer story of why/how they pick their projects. Can you replicate what's being done well in one place to another?"

Our response: As a "lab", we are continually trying out new ideas and testing assumptions, and thus our strategy has evolved over time. However, as we approach our three-year mark, we are more able to articulate and share our strategy and vision for long-term change. In early 2015 we are beginning a **strategy working committee** through our Board which will work to finalize and disseminate a more transparent strategy as we move forward. A key component of this is **collaborating with others**, as we recognize that no organization alone can solve this problem. We welcome feedback on how to improve our strategy and make it clearer, collaborative and more effective.

An Accountability Lab volunteer spreads the word about Integrity Idol at a college in Kathmandu

Final Assessment & Next Steps

Once again we found our annual impact evaluation immensely important, as it has helped us gauge our progress against our goals, gain valuable insight from our key stakeholders and identify ways we can make our work even more impactful. We believe that as we continue this process, year to year, we will start to see new forms of larger-scale impact. We hope to use this report as the beginning of a larger conversation around impact within the accountability and transparency community. Based on the core challenges outlined above, the general impact survey results and broader discussions with partners and supporters, we have developed the following key priorities for our work in 2015:

1. Increase our capacity

Raise funds to bring on additional staff members; support staff to participate in fellowships and trainings that expand their skills and networks; build new systems to streamline our workflow; and build sustained earned income models.

2. Strengthen our scaling vision and strategy

Build toolkits to allow projects and ideas to scale across countries; create a timeline for the scaling process; continue expansion into Pakistan; identify Accountability Ambassadors in new countries; and find strategic partnerships to expand current projects into new communities.

3. Influence high-level policy and decision-making

Host Integrity Idol competitions in Nepal and Liberia and create a support network amongst nominated government officials; advocate for Open Government Partnership participation in Nepal and support that process in Liberia; and participate in other high-level processes around accountability including the World Bank's Global Partnership for Accountability (GPSA) and the World Economic Forum's Partnering Against Corruption Initiative (PACI).

4. Make marketing a priority

Work with our board to create a working group devoted to improving our marketing; consolidate our CRM systems and send more frequent and clear email communications; and collect more high-quality photos and engaging personal stories to illustrate the work of our accountapreneurs.

For more information on our impact survey, view the complete dataset here.
We welcome your feedback!
Contact us at info@accountabilitylab.org with any comments, ideas or questions.

"The Lab has developed a model that really stands out championing the individuals and small organisations who are trying to solve their own problems."

– impact survey respondent

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