ABOUT INTEGRITY ICON

Integrity Icon Liberia (IIL) is a national public participation campaign aimed at "naming and faming" honest civil servants. Organised annually by Accountability Lab (AL), the campaign seeks to spark conversations around accountability and integrity by encouraging communities to identify civil servants who uphold these values. After a rigorous vetting process, which includes an external panel of judges, five winners are selected and the public is given the opportunity to choose an Icon from the top five who wins the popular vote. The Lab's team then works with the winners in different ways to support their efforts to push for greater integrity within the agencies and organizations.

Publicity is central to the campaign. AL creates a short film about each of the finalists, giving the public a glimpse of these individuals in their workplaces and communities while hearing testimonials from their peers and managers. These short films are aired on national television and shared through social media. Screenings are also arranged at schools, universities, video clubs, embassies and workplaces. Radio is an important communication tool in the Liberian context, and the IIL campaign and winners are also publicized on air. The campaign culminates in a final ceremony that includes external stakeholders and high-profile guests, with the Icons receiving awards and public recognition for their integrity. All five winners are seen as Integrity Icons and there are no cash prizes or physical rewards attached to being honored.

"CT is an appealing option as it allows for the use of various types of evidence, and offers additional benefits in being able to evaluate the gaps in an organization's data collection along the way"

Contribution Tracing (CT) is a non-experimental method that measures an intervention's contribution to an outcome, after the outcome has been observed. In undertaking an evaluation of Integrity Icon, CT is an appealing option as it allows for the use of various types of evidence, and offers additional benefits in being able to evaluate the gaps in an organization's data collection along the way. The rigor of the methodology also makes it a robust choice for campaigns like Integrity Icon where evidence can often be more qualitative.

THE CONTRIBUTION CLAIM

Deciding on the final contribution claim was a collaborative effort which included staff from AL Liberia, the US and partners from OSF. Unpacking the assumptions staff members hold around IIL's impact created a starting point from which participants formulated a number of draft claims. These potential studies included tracing the impact of the IIL campaign in creating positive news stories around the civil service in Liberia, and the impact IIL might have on youth who are interested in pursuing a career in the civil service by creating relatable role models.

Ultimately, through a democratic process of narrowing down the pool of potential claims, and after considering the primary outcomes that Accountability Lab hopes to see from IIL in the long term, participants decided on the final claim: It is important to note the following important elements of the claim:

- It is acknowledged that the Integrity Icons were doing good work in their agencies before being honored by the campaign. Therefore, it is important to clarify that their impact after the campaign builds on that;

- To attribute the implementation of good practices to participation in the IIL campaign, these practices had to be either new or decidedly improved after the campaign;

- This claim would focus on changes in the icons' workplaces, defined as their agency or immediate work environment; and

- New or improved rules, practices or processes identified had to be linked to good governance. The attributes of good governance were defined to include accountability, transparency, effectiveness, efficiency, equity and participatory decision-making.

INTEGRITY ICON CONTRIBUTION TRACING MECHANISM
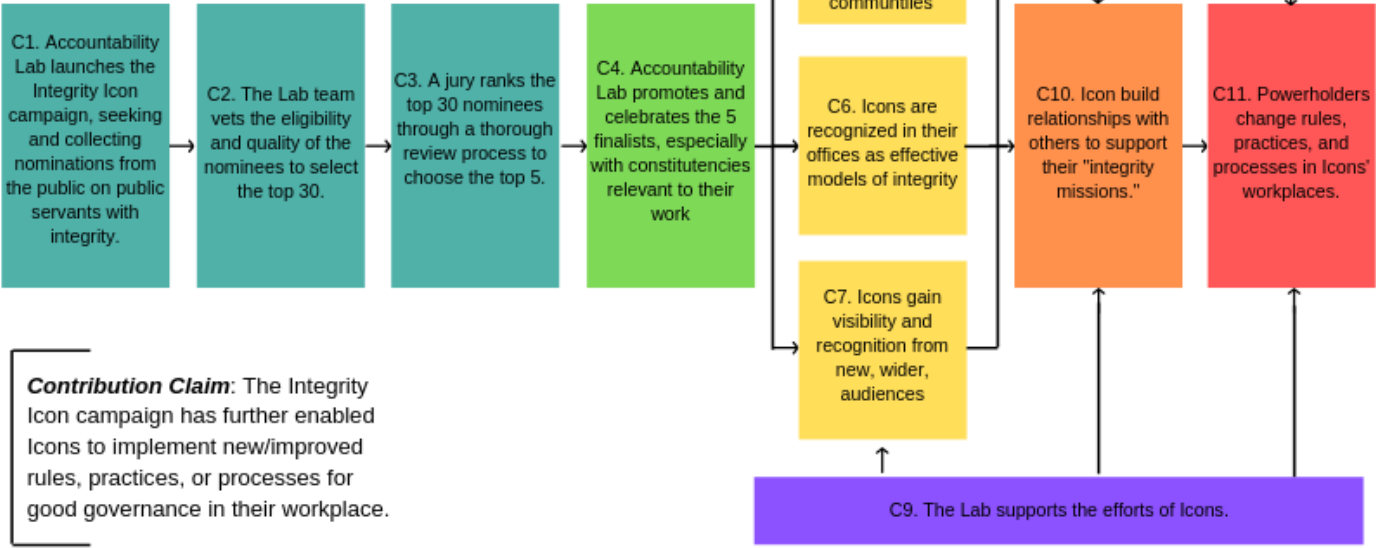
Contribution Claim: The Integrity Icon campaign has further enabled Icons to implement new/improved rules, practices, or processes for good governance in their workplace.

"The Integrity Icon campaign has further enabled icons to implement new/improved rules, practices, or processes for good governance in their workplace."

METHODOLOGY: UNPACKING THE CAUSAL MECHANISM

Through the CT process, after identifying the contribution claim participants collaborate to create the causal mechanism. In this case, the causal mechanism was composed of 11 interconnected components that are all integral to Integrity Icon. Evaluators, therefore, are tasked with finding evidence that proves or disproves the existence of each of the components of the causal mechanism that ultimately form the basis of the contribution claim.

In this study, evaluators had to consider the actors, events, institutions, and behaviors that impact an icon's ability to implement change in their workplace. As a starting point, it was important to unpack the various stages of the IIL campaign and how it influences the individual's behavior, network and environment.

C1: Accountability Lab launches integrity icon campaign by seeking nominations from the public of civil servants with integrity.
For the IIL campaign to further enable icon's efforts to advocate for good governance, the campaign must have been launched to kick off the public nomination process.

C2: Accountability Lab team vets the eligibility and quality of Integrity Icon nominees to select the top 30
As part of the process of narrowing down thousands of civil servants nominated, AL staff must have systematically vetted the nominees down to a Top 30 pool, which is one of the campaign's milestones.

C3: A jury ranks nominees through a thorough vetting process to identify the 5 finalists
An external jury decides on the 5 campaign finalists. In addition to the vetting process, this step adds to the credibility of the 5 finalists as people of integrity.

C4: Accountability Lab celebrates the 5 winners, in particular with constituencies relevant to their work
The IIL campaign culminates in a final ceremony that includes guests. The event is publicized and adds to the recognition icons may receive from their communities, colleagues and other stakeholders connected to their work.

C5: Icons are more motivated to work on improving aspects of good governance in their places of work and communities as public servants.
This component seeks to establish an increase in the icon's motivation to further their good work due to IIL. This motivation, sparked by the campaign, would form the impetus for furthering their push for improvements in their workplace or community. Motivation can only be attributed to the campaign if it is found to have increased post-IIL.

C6: Icons are recognized in their offices as being effective models of integrity.
Should there ultimately be an increase in the icon's ability to exert influence in their office, one would expect that they are recognized for their integrity among colleagues.

C7: Icons gain visibility and recognition from new, wider audiences.
Participation in the highly publicized campaign would result in icons being recognized for their work by previously unknown audiences. This component adds to increased recognition, and ultimately influence.

C8: Power-holders recognize that icons are supported by an "institution of integrity' with national and international reach.
In order to influence change in any civil service agency, icons must obtain some form of recognition from powerholders. This component posits the role of the Accountability Lab and its reputation within the Liberian context as a factor that adds to the recognition icons receive. In short, AL lends further credibility to the icons and this adds pressure on

power-holders when deciding on implementing a change. This is a complementary component.

C9: AL supports efforts of icons ("integrity missions") in various ways.
In addition to C8, C9 is seen as a complementary component. AL seeks to maintain communication and provide support to icons in various ways after the campaign. If this support is indeed provided, it could add to an icon's ability to effect change.

C10: Icons build relationships with others to support their "integrity missions".
Change very seldom occurs in isolation. This component builds on the proposal that a broader network or collective action, whether internal or external to the agency, would have an impact on the icon's influence.

C11: Power-holders change good governance-related rules, practices, or systems in icons' workplaces.
Powerholders must approve a change for it to take effect in an agency. Evidence of this change is critical to proving the contribution claim. This is not only the final mechanism in the causal mechanism, but in fact the "dead body" as it's often referred to in Contribution Tracing.

DATA COLLECTION

The evaluation team identified potential evidence items attached to each component of the causal mechanism. Contribution Tracing's emphasis on the context in which a study is being conducted provided guidance in this regard and the evaluation team relied heavily on the contextual understanding provided by the AL Liberia team.

In addition to compiling an evidence list, evaluators had to select the integrity icons to trace for the purposes of this study.

A decision was made to focus this evaluation on Alphonso Rancy (IIL 2017), Rebecca Scotland (IIL 2017) and Bockarie Sakilla (IIL 2016).

The decision to focus on these 3 icons was based on:

• **Evidence:** At least superficial evidence that the icon had an effect on a new or improved policy, rule or regulation in their agency. This was assessed through exploratory pre-evaluation focus

group and individual interviews with the icons; and

• **Location**: Due to limited staff and financial resources coupled with challenging road conditions in Liberia, it was important to weigh the cost and time attached to including an icon based outside or far from Monrovia.

Evidence items attached to the individual components included both primary and secondary data. Secondary data was mostly gathered from AL records of IIL campaigns from 2015 to 2017. Primary data was gathered through interviews with the 3 icons, a colleague from their agency and a powerholder in their agency.

CHALLENGES AND LIMITATIONS

The evaluation team encountered several challenges and limitations throughout the process. These included:

• **Limited human resources:** Both AL Liberia and AL Global are small teams with limited capacity for additional projects or evaluations. While this factor extended the data collection time, it also led the team to be more thoughtful when interrogating the usefulness of evidence items.

• **Limited expertise:** The team comprised individuals who received training in the methodology, but were still not familiar with it. Data collection and decisions around evidence items may have been easier with more input from an expert evaluator. We also acknowledge that limited experience in conducting key informant interviews played a role in the weight attached to primary data in this study.

• **Contributing factors:** Further engagement with icons and power-holders may have pointed to more contributing factors that could have had an impact on changes in the agency.

KEY FINDINGS

Using the causal mechanism the evaluate the 3 subjects, Rebecca, Alphonso and Bockarie, the evaluation team were able to draw the following conclusions:

• In each of the cases, there was evidence of change associated with good governance within the icon's agency;

• The path to implementing the change was not the same for each icon, and for this reason they can and should be viewed as 3 individual studies;

• In all three of the cases, the evaluation team acknowledge that further investigation, especially into the testimonial evidence provided, would have strengthened findings significantly. Unfortunately, this was not possible due to time and resource constraints.

INTEGRITY ICON 1: REBECCA SCOTLAND
Rebecca Scotland serves as a Physician's Assistant Instructor at the Tubman National Institute of Medical Arts. She was nominated, vetted by the AL staff and external judges and received the highest number of votes during IIL 2017.

Rebecca was celebrated with 4 other finalists that year. Her short film was viewed online and she also received additional media coverage from Bush Chicken, a trusted online news source in Liberia. Notably, the final ceremony was attended by a number of her students, showing support for her from her community at the hospital where she teaches. When interviewed, Rebecca's colleague noted that she has increased morale in the workplace by incorporating integrity into her lectures. She appeared to have garnered the support of her peers and supervisor at the hospital.

"She was invited to speak at the US Embassy's Women's Day celebration in Monrovia, and was offered a space to facilitate extracurricular workshops for youth on their premises."

After her participation in the campaign, Rebecca was recognized by external actors with whom she had no previous connection. She was invited to speak at the US Embassy's Women's Day celebration in Monrovia, and was offered a space to facilitate extracurricular workshops for youth on their premises. She showed initiative by applying for a grant to do this work from the Embassy. This application was mentioned to the AL staff, who offered to assist her if needed. Rebecca has yet to receive funding to start her youth program, but plans to move forward with this in the future.

The biggest change in Rebecca's case related to the contribution claim, was her inclusion in the Policy and Student Affairs Committee. Evidence shows that while these committees had been in existence previously, she was added to them after her IIL win. Her supervisor gave testimony that Rebecca investigated and settled a dispute between a student and teacher over the student's grade. Rather than deferring to either the student or the teacher, she did a detailed investigation and found that the teacher had given the correct grade, advising that the student would have to repeat the course. In this case, there is evidence that she is making contributions related to good governance practices in the workplace.

INTEGRITY ICON 2: BOCKARIE SAKILLA

Bockarie Sakilla serves as a Pharmacist at the Bomi County Hospital in Tubmanburg. He was nominated, vetted by the AL staff and external judges and received the highest number of votes during IIL 2016.

Bockarie was celebrated publicly with 4 other finalists and attended the final celebration, which included several high profile guests, including former Liberian President Ellen Johnson Sirleaf. This was the second year of the campaign in Liberia, it had gained increased publicity and the president was invited to the event by Accountability Lab.

An opportunity to complete his master's degree in Nigeria took Bockarie out of Liberia for a year shortly after the IIL 2016 campaign. This meant that his path diverged from that of the other icons, since he was not formally attached to his agency for that period. He was also not in close contact with AL staff and received no further assistance from the organization after his departure. This lack of support was confirmed by the icon and AL staff. Bockarie returned to the same hospital after completing his studies.

He discussed how he provides advice to youths in his community and to nurses in his workplace. After the campaign, he was honored and awarded a prize by a local church, but there isn't evidence that his external network had broadened beyond this. The evaluation team also found other online references to Bockarie as an integrity icon in media reports related to the campaign.

Interviews were conducted with Bockarie's supervisor and a colleague. Both spoke of Bockarie with pride. His supervisor mentioned how a lack of funding was preventing some of his ideas from reaching fruition. This includes Bockarie's push to generate funding to produce surgical-grade rubbing alcohol - a lifesaving resource that is scarce in Liberia. He has also been in contact with other icons who are interested in raising funds to create more awareness around the campaign through bumper stickers, as he sees the campaign as a valuable means to inspire others to act with more integrity.

Bockarie worked on good governance challenges in the hospital in 2 ways. Firstly, he instituted weekly reports on drug stocks to monitor pharmaceuticals more closely. The Ministry of Health requires only that pharmacists submit quarterly reports, but Bockarie noted that reporting every 3 months makes it hard to be proactive when drug stocks become low. Additionally, he discussed his coordination with the pharmacy school's management to assist with disciplinary or risk-management action for an intern at the hospital who was found to have stolen a colleague's laptop. This took place while Bockarie was away in Nigeria after the campaign.

Both these examples speak to his continued efforts to cultivate integrity and efficiency in the agency, and also to him being seen as a person of integrity by his colleagues. In Bockarie's case, one has to note that acquiring his graduate degree may be a contributing factor when it comes to the recognition he is receiving at work, as well as his heightened level of motivation.

INTEGRITY ICON 3: ALPHONSO RANCY

There is clear evidence to suggest that his network grew after participation in IIL. He was invited by the UN Mission in Liberia to attend the International Security Reform Conference in Gaborone, Botswana. He was also featured by external media such as respected media sources, Bush Chicken and the BBC.

Alphonso had continued contact with AL staff, and there is testimonial evidence that indicates that this ongoing relationship had an effect on his ability to uninstall an executive in the agency who was previously dismissed from the DEA based on corruption allegations. The evaluation team was unable to find secondary evidence to back this claim, but both Alphonso and AL staff confirmed this in testimonial evidence. In addition to this instance, Alphonso's supervisor made reference to his continued efforts to strengthen the agency related to his role in helping establish new units. His suggestions were not only considered by the agency's leadership but also implemented. This pointed to trust in his work and advice.

LESSONS LEARNED

The opportunity to learn and use a new methodology presented AL with the opportunity to not only evaluate our impact, but also our current system for data collection and tracking. Additionally, it highlighted existing gaps in our capacity that make it hard to undertake rigorous evaluations.
What did we learn, and how are we adapting?

- The CT study made it clear that we were not systematic enough in tracking the changes that icons experience after the campaign, the ways in which their network expanded and the impact they're making in their agencies. We've put systems in place to track our engagement with integrity icons across all countries, and we're conducting regular interviews to learn about their experiences on an ongoing basis.

- As a small, growing nonprofit, we quickly realized that we don't have the capacity to devote to a study above and beyond staff members' regular scope of work. This meant that we exceeded the expected time for this study. Learning this will play a role in future decision-making around impact studies.

- Both the CT training as well as the evaluation process made us aware of technical skills gaps within our MEL team. We've dedicated resources to creating virtual and in-person capacity building opportunities, as well as learning exchanges between country teams to enhance our MEL capabilities across the organization.

- While the capacity building and a lot of the support needed to conduct this study was provided by OSF, we realized that a smaller organization like AL would need access to more ongoing expert advice to use a rigorous methodology like this effectively. Additionally, external evaluators dedicated to this study would create a smoother, more feasible process.

- During the evaluation, we hadn't sufficiently considered what change the campaign would have on individual icons, and could have made better use of the component approach to test our intervention logic at key points of the campaign's implementation, i.e. put in place checkpoints to gather data that would test our implicit assumptions about change.

- Accountability comes at a cost. Organizations are constantly asked to provide evidence of their impact, but there is very seldom significant funding attached to these requests. There may be a need for the donor community to reflect on how expectations around rigorous impact studies align with organizational realities around funding and human resources.

CONCLUSION

The evaluation team found evidence indicating the following factors linked to components in the causal mechanism in all three cases:

- Heightened motivation
- Drive to strengthen practices and integrity in the agency
- Recognition by peers and supervisors within the agency
- Recognition by external media outlets
- Recognition by new actors or networks
- A change related to good governance in the agency that can be attributed to the icon

In some, but not all cases, there is evidence of the following:
- Support from Accountability Lab in integrity missions

The icons' ability to effect change without the presence of AL support led the evaluation team to conclude that this factor is useful but not a prerequisite.

We have to acknowledge the reliance on testimonial evidence in proving the improvements attributed to the icons. We do, however, believe that we have accounted for factors such as leading questions, interpretation due to language gaps and bias when establishing the Type I errors for primary data. Despite higher Type I errors, there is still a significant increase in confidence for all components linked to the claim. Ideally, this study should have included another round of interviews to firmly establish some of the claims found in primary evidence, and interviews with more power-holders in the icons' sectors.

ACKNOWLEDGEMENTS

COMPILED BY

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TERM	DEFINITION
ACCOUNTABILITY	An obligation or willingness to accept responsibility or account for one's actions.
AGENCY	Agency refer to an individual government department, ministry or division, as well as official state regulatory authorities such as a police force or tax service.
EFFICIENCY	The comparison of what is actually produced or performed with what can be achieved with the same consumption of resources.
EFFECTIVENESS	The degree to which objectives are achieved and targeted problems are solved.
EQUITY	Fairness and impartiality towards all concerned based on the principles of even-handed, inclusive engagement.
GOOD GOVERNANCE	Good governance describes how public institutions and public servants conduct public affairs and manage public resources. Attributes of good governance include accountability, transparency, effectiveness, efficiency, equity and participatory decision-making.
INCENTIVES	Reasons or motivations for a certain action or change.
INTEGRITY	The quality of being honest and upholding ethical conduct.
INTEGRITY ICON CAMPAIGN	Integrity Icon generates debate around the idea of integrity, builds a network of honest government officials who can push for positive change and inspires a new generation to be more effective public servants.
INTEGRITY ICON FINALISTS (AKA ICONS OR FINALISTS) EFFECTIVENESS	The Top 5 candidates who were nominated and vetted by AL staff and external judges. All of them are considered winners in the campaign. The degree to which objectives are achieved and targeted problems are solved.
INTEGRITY ICON NOMINEES	Nominees refer to all individuals who were nominated during the Integrity Icon campaign's open nomination period
INTEGRITY MISSIONS	Integrity missions refer to icons' projects, programs or advocacy work around good governance.
JURY	The jury is a panel of individuals who align with Accountability Lab's standards for integrity who assist in selecting the Top 5 Integrity Icon finalists.
NEW/IMPROVED	Within the context of this study, new/improved refers to rules, policies and processes related to good governance that are either implemented for the first time or enhanced.
NEW, WIDER AUDIENCES	Audiences, including but not restricted to CSOs, community groups and individuals within public service, not known to the icons before their participation in Integrity Icon.
PARTICIPATORY DECISION-MAKING	Within the context of this study, participatory decision-making describes conditions where employers/powerholders allow or encourage employees to share or participate in organizational decision-making.
POWERHOLDERS	Within the context of this study, powerholders are individuals who are in a position to make decisions that influence a government agency's rules, processes and policies.
TRANSPARENCY	Transparency refers to free and open exchange where rules and reasons behind regulatory measures are accessible and clear to all stakeholders.
WORKPLACE	Workplace refers to the icon's agency or office environment.