Partnering with Citizens Around the World to Build Accountability

Annual Report 2014

accountabilitylab

Table of Contents

31 January, 2015

Introduction

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 accountable, the Lab is finding innovative ways to unlock the rich potential for political and economic development around the world. We also strive to fundamentally change development paradigms through innovation within our own operations. This includes: radical financial transparency; alternative revenue models; new, honest impact measurement; and clear, contextualized reporting.

Read more about the way we think and the way we work in our Theory of Change, Values, and Engagement Principles documents.

Highlights from 2014

We supported 17 "accountapreneurs"

and engaged 184,561+ citizens in accountability and anti-corruption initiatives.

See our 2014 Impact Report and Infographic for more details.

We were awarded or were a finalist for 22 prizes and fellowships including:

BMW Foundation Young
   Leaders Award

Echoing Green Global Fellowship

Great Nonprofits 2014 Top-Rated
   Nonprofit

HiiL Innovating Justice Awards
   Popular Vote

Making All Voices Count Grand
   Challenge for Development

World Technology Award

We received media coverage from:

Bloomberg

The Economist

Forbes

FP Foreign Policy

theguardian

npr

Stanford SOCIAL INNOVATION Review
Informing and inspiring leaders of social change

TIME

accountability**lab**

Programs...

The Accountability Lab does three things:

1) **we support bottom-up, creative ideas for accountability through the Accountability Incubator;**

2) **we build knowledge and communities to make these ideas effective and sustainable; and**

3) **we engage in advocacy and policy change to create an environment for accountability, transparency and integrity.**

We do things differently by taking the time to listen to and highlight the right voices on the ground, build relationships with the relevant people and effectively support bottom-up ideas for change. We catalyze networks that can provide the eco-system in which these ideas can flourish. Then we learn from this experience and feed this learning back into practice on the ground and into policy at the national and international levels.

To learn more about our work, check out our website, read our 2014 Impact Report and Infographic, and follow monthly progress on our Accountapreneurship Dashboard.

The Accountability Incubators

In 2014, nine "accountapreneurs" developed new ideas for accountability through our incubators in Nepal and Liberia. These ideas covered everything from film as a tool for equal rights to citizens' right to information. The Lab provided these change-makers with a variety of support, from training on accountability, to management support for their organizations and access to networks and opportunities, to seed funding and resource development assistance. Read more about the impact this produced in the "accountapreneurs" section of our 2014 Impact Report.

Programs...

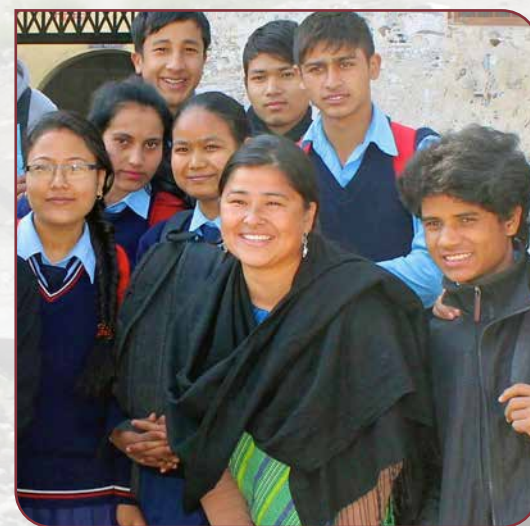## The Accountability Incubator in Nepal

KATHMANDU

Govinda Siwakoti | Accountability Film School

Govinda and his team at Onion Films continued to build out their accountability film school for youth to share compelling stories about accountability issues in their communities. In 2014, these stories focused on issues including corruption, education and women's rights. Watch the films here. In total the film school trained 37 students, hosted 3 accountability film fellows and made 8 films; and organized film festivals around these movies that drew as many as 400 people. We are now seeing real discussion around critical issues as a result of these films and the school will be scaling up in 2015.

Anita Thapa | Civic Schools

Anita launched the civic schools program in 2014 to engage Nepali children around civic education and identify creative ways for students to build accountability and citizenship. The program rolled out in four schools with over 200 students, who have developed and implemented ideas for projects on everything from diversity and inclusion to democracy and women's rights. In 2015, civic schools will roll out in an additional 4 public and private schools in Kathmandu.

Programs...

The Accountability Incubator in Nepal

KATHMANDU

Surabhi Pudasaini | Nalibeli

Surabhi and the GalliGalli team continued the development of a wiki site called Nalibeli, which crowdsources step-by-step instructions on how to access government services in Nepal. The website now includes information on everything from how to obtain a passport, to how to apply to university, to how to make a complaint at the District Administrative Office. In 2014, the team also worked to develop an offline component of the tool, building relationships within local wards and connecting citizens with government resources on the ground.

Navigating Government in Nepal: Shova Sharma's Story

I am one of the researchers for Nalibeli, an online platform that provides step-by-step instructions on how to access government services. Recently, a promising designer named Bhintuna "Jya-pu" came to us for how to register her own company. To create a wiki page that Bhintuna and many others could learn from, I visited the Department of Cottage and Small Industries multiple times to find out the necessary contacts, documents, fees, actions and time necessary to complete the registration. When she went to get her registration, she had to wait in a long queue and talk with many different officers, but because of the information we provided, she was prepared and the process with much smoother than usual. It was amazing experience to connect a citizen in need with the government.

Programs...

The Accountability Incubator in Nepal

KATHMANDU

Yubaraj Ghimire | Invisible Theater

Yubaraj and his team at Shilpee Theater use theater as a tool for social change, engaging Nepali citizens around issues of integrity, corruption and democracy. With the Lab, students from Shilpee developed "invisible theater" performances through which they engaged people in public spaces on these challenges, encouraging them to speak up about their experiences. In 2014 they hosted 8 performances to an estimated 1,000 people, raising awareness on a variety of key issues ranging from sexual harassment to NGO accountability.

Tanka Aryal | Right to Information (RTI) Toolkit

In 2014, Tanka and the Citizens' Campaign for the Right to Information developed an RTI fellowship which provided tools, training and a handbook to 15 journalists and activists across Nepal. This group then used the RTI law to make over 300 requests to obtain information from the government on critical issues of expenditure and management. They then wrote about the process in local and national media to draw attention to the challenges and help engage citizens around solutions.
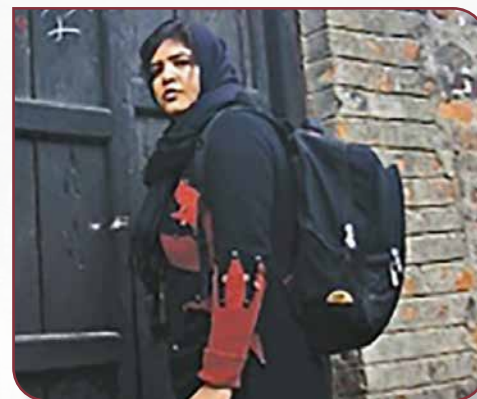
Programs...

The Accountability Incubator in Nepal

KATHMANDU

Championing the Right to Information: Sharada Bhusal's Story

While sitting in a tea shop, I heard someone mention corruption at a nearby school, so I asked for several pieces of information, first from the school, and then when they ignored it, from the National Information Commission (NIC). Upon demand from the NIC, the school provided a portion of the requested information: enough to prove corruption at the magnitude of 5,090,934 Nepali Rupees (or $50,521). As I planned an event to share this information with the local community, I received frequent calls threatening rape or death. Nevertheless, with help from the police and a youth-led political party, I was able to safely hold the public event. There, some of the female students revealed that they were sexually abused by one of the teachers, who they then reported to the police. The school's management committee pressured them to drop the case, but the community pushed for justice until the police arrested the teacher. I then took a delegation of the abuse victims and parents to the Office of the Prime Minister, who assured us they would take immediate action. Now the school, school management committee, school administration and teachers are under the investigation by Commission for Investigation of Abuse of Authority. I am humbled by how RTI has empowered me to stop this trauma and prevent future abuse.
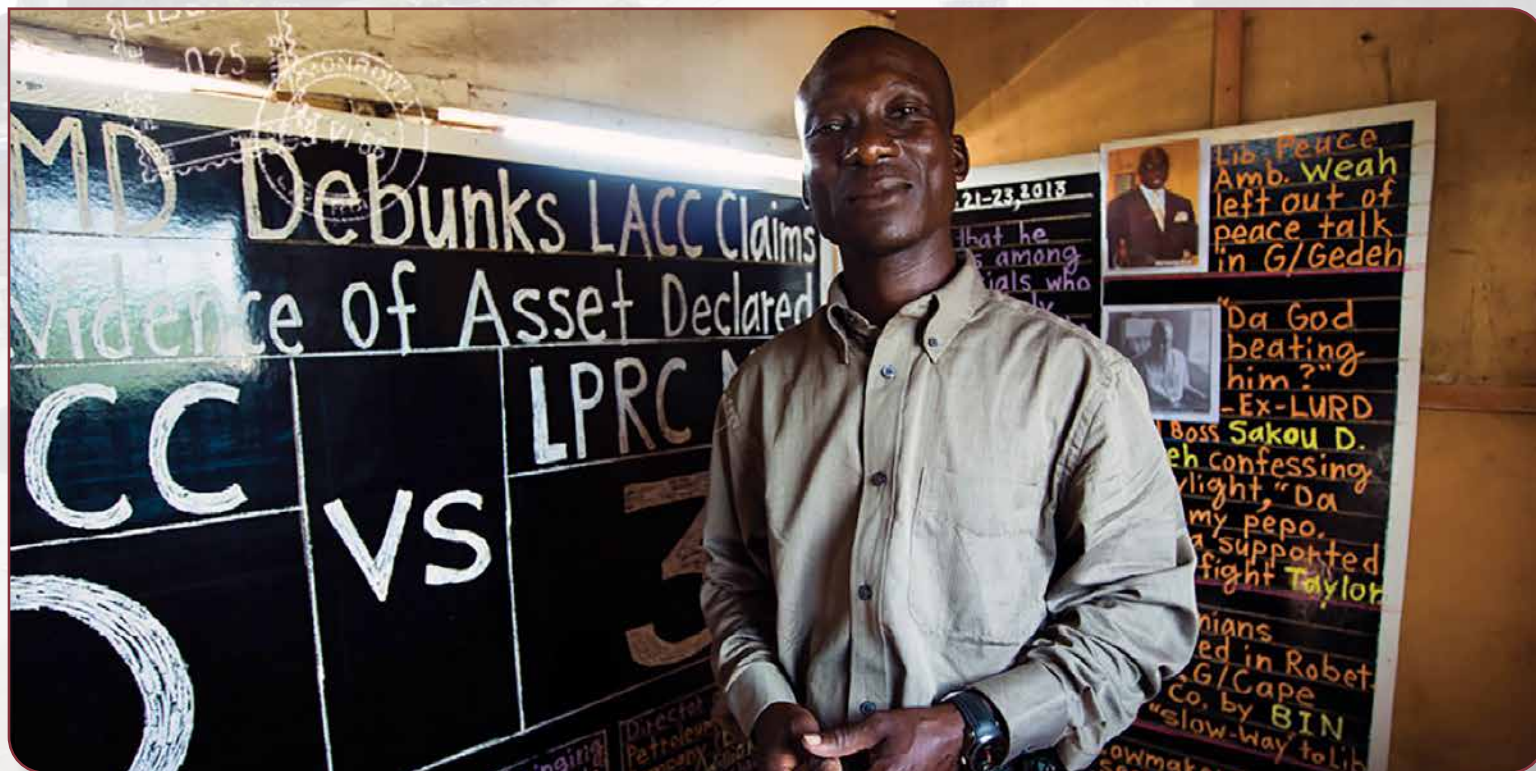
Programs...

The Accountability Incubator in Liberia

MONROVIA

Alfred Sirleaf | Daily Talk

Alfred runs a chalk-billboard at one the busiest intersections of Monrovia. Each day he curates the news and civic education information in Liberian English and through illustrations. This helps citizens who cannot afford newspapers and who are not connected to the internet to gather information to improve their lives. In 2014, Alfred focused on disseminating important information around the Ebola crisis (read more on NPR here) and we supported preparations to roll out the Daily Talk to 4 more locations around Liberia in 2015.

Programs...

The Accountability Incubator in Liberia

MONROVIA

Divine Anderson | Accountability Film School/Liberian Film Institute

Liberian filmmaker Divine began the Accountability Film School (now established as the Liberia Film Institute) to help young people use film as a tool for social change. At the end of each class, students write and produce their own short documentaries about an issue they care about in their communities and we organize film festivals for these to be shown to government officials and other people in power. In 2014 the film school engaged 36 students and made 16 films.

Mobile Cinema for Ebola Awareness in Liberia

At one point in 2014 the Ebola outbreak in Liberia was extremely serious, with up to 100 new cases of the disease every day. Patients we're dying in the street through lack of care but the international community was still finding it difficult to build trust with communities and promote awareness of the steps needed to stay safe from the disease. The Liberian Film Institute (LFI) partnered with the Ministry of Health, the Centers for Disease Control (CDC) and the United Nations Mission for Emergency Ebola Response (UNMEER) to make short,

engaging films with key public health messages. The team then retrofitted motorized rickshaws with televisions and speakers and travelled across Monrovia to Ebola "hot spots" to show the movies, answer questions from concerned citizens and raise awareness. The films were seen by over 5,000 people in 9 communities and were an important part of the effort to bring Ebola under control in Liberia. Read more about this work from the LFI Director Divine in Vox.

Programs...

The Accountability Incubator in Liberia

MONROVIA

Takun J | Hip Co Accountability Network

Takun J- one of Liberia's most influential musicians- continued his work with 12 artists, DJs and producers as part of the Hip Co Accountability Network. Additionally, during the Ebola outbreak many of these artists came together as part of a broader initiative of 54 Liberian musicians called "Save Liberia". This group produced an Ebola awareness song and outreach campaign that proved popular and helped send critical messages around the country on how to stay safe.

Gborboe Gblinwon | Kick Out Corruption

Football is universally popular in Liberia and can be used as a tool to bring people together, develop new ideas and learn about accountability in a fun, interactive way. We teamed up with Coach Gblinwon on "Kick Out Corruption" and a new program during the Ebola crisis- "Kick out Ebola" which helped use sport as a tool to build understanding of key public health messages. In 2015, Coach is looking to "train the trainers" and roll out Kick Out Corruption across the country.

Programs

The Accountability Incubator in Liberia

MONROVIA

Thomas Tweh and John Kamma | Community Justice Teams

Thomas and John worked with 16 mediators to resolve community disputes at the local level in the neighborhoods of West Point and Logan Town; and work with Township Commissioners and the local police to feed cases down to the mediators that would otherwise overburden the formal justice system. This is a critical trust-building tool at the local level and a key to stability within communities. Over 129 cases were processed by the mediators in 2014, saving citizens thousands of dollars and many days of time.

Justice During an Ebola Outbreak

The trust developed by our Community Justice Team (CJT) in the West Point township proved critical during the Ebola outbreak, when the army enforced a quarantine on the community. The leaders of the CJTs team were chosen as the key point of contact for collaboration with the government and international donors during this period. Citizen grievances were handled and the stand-off was eventually resolved.

Since then the CJTs have mediated over 70 additional Ebola related disputes, on issues ranging from allocation of ration cards to the care of orphans. The trust, authority and perception of fairness the CJTs demonstrated were essential to avoiding much more widespread violence.

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Knowledge and Community Building...

The Lab works to make sure that the ideas developed by our accountapreneurs can grow within an accountability eco-system that allows them to build a collective movement over time. We do this through delivering interactive trainings to civil society groups, academic institutions, governments, businesses and donors to build a culture of integrity both within their organizations and within societies more broadly. In 2014, participants in our trainings varied from government officials in Liberia, to students in Nepal to social entrepreneurs from around the globe.

Quick Wins for Echoing Green Social Entrepreneurs

Echoing Green Fellows discussing accountability within their social enterprises in Mumbai.

In November, as part of the Lab's efforts to build knowledge around issues of integrity, we hosted a session entitled "Quick Wins for Accountability Within Your Organization" for Echoing Green social entrepreneurs. The training focused on steps these organizations could take to improve internal and external accountability and transparency, including: the development of organizational values, consensus-building, integrity systems, transparency tools and collective reporting templates.

"The interactive training on accountability and integrity was really fun, dynamic and hugely useful for our social entrepreneurs. Thanks to the Lab they developed plenty of new ideas for how to address these challenges effectively around the world".

– Ben Beers, Echoing Green

Knowledge and Community Building

We also work to build the accountability community in creative ways on the ground—through "Accountability Collectives", friendraisers and the OpenGov Hub in Nepal. We strive to form a tightly knit, supportive community in the countries in which we work. Accountapreneurs in Nepal, for example, regularly share resources and knowledge with one another when needed: Shilpee Theater gives Onion Films use of its theater for events; Sambhawana uses Onion Films' movies in its civic education programs; CCRI provides information and training on RTI to students in Civic Schools; and so on. These connections allow for lessons, ideas and opportunities to be shared, collaborations to emerge and learning to be fed back into activities on the ground. In this way, the accountability movement can continue to grow and strengthen over time

The OpenGov Hub in Nepal

The Lab was one of the first organizations to be invited to join the OpenGov Hub in Washington, DC in 2012 and we've loved every minute of it. In 2014 we established the OpenGov Hub in Nepal *as a community and co-working space for organizations engaged with efforts to build transparency and accountability in the country. The Hub in Kathmandu now has 7 member organizations, with another 4 on the waiting list when additional space becomes available. In 2014 the Hub hosted 9 events, led 12 trainings, and welcomed many international visitors (read more* here*).*

Advocacy and Policy Change...

A key to ensuring the impact and sustainability of our work is raising awareness on a national and global level, and advocating for the accountability policies and practice needed to create system-level change. In this respect the team seeks to bolster the bottom-up work of the accountapreneurs—and the communities and knowledge they are building—with top-down advocacy and engagement efforts. In 2014 these efforts included:

- **Campaigns**, including the Honesty Oscars with our friends at ONE, in which we highlighted the very best activists, films, songs and infographics from the world of accountability and open government (read more here); and the Integrity Idol movement in Nepal (see below). These campaigns are a means to raise large-scale awareness, celebrate and promote inspiring change-makers, and highlight positive role models. This is at the heart of building integrity mindsets.

In Nepal, government officials have a reputation for graft and corruption- but this is not universally the case. In 2014, the Lab launched a national TV show and movement called Integrity Idol, through which Nepalis could nominate and vote for honest civil servants. We received over 300 nominations from all over the country and with the help of a panel of experts, narrowed this down to 5 finalists. Each of the finalists were filmed talking about their creative approaches to serving the public good and questioned by a studio audience. These episodes were watched by over 2.5 million people on national television, over 10,000 of whom voted by SMS, social media and e-mail for their winner. Gyan Mani Nepal, an education official from Panchthar district was crowned the winner in a public ceremony in early January 2015. The campaign fuelled a national and international conversation about the importance of integrity and serving the public good, including press coverage in the Guardian, *the* South China Morning Post, *and* The Nation in Pakistan. *It proved that while prosecuting corrupt officials may be part of the solution, "naming and faming" is as effective for changing mindsets as "naming and shaming".*

Advocacy and Policy Change...

Q&A With Integrity Idol Finalist Gyan Mani Nepal

What challenges have you faced as you've stood up for integrity in your work?

When I put teachers under review, teachers, the teachers union, political parties and leaders threatened to chase me away or kill me. I was accused of being corrupt, autocratic, or politically influenced.

What accomplishment are you most proud of?

Teachers in my district are now regularly present in school and the quality of education has improved. 1st graders can read and write, where even 6th graders couldn't a year before. School infrastructure which had been the pipeline for years, were finally built.

How has being the Integrity Idol finalist helped further your good work?

I was alone when I started this movement for change, but now I have thousands of people supporting my initiative and backing me up. Now nobody can threaten to chase me away, and I have more confidence to overcome obstacles. Messages are flowing in from people and institutions around the world, offering financial support, technology and skills to help my schools. I had a vision for change, but Integrity Idol has helped me develop a clear mission and a greater sense of responsibility to stick to my purpose.

What role do you feel the show can have in making government officials more accountable?

Integrity Idol encourages people to value integrity over money or power. It gives a hope to the new generation to join the civil service. With initiatives like this, integrity and accountability will one day be the first priority of civil servants.

What is your vision on expanding your work beyond current district?
How this campaign can go nationwide?

My initiative has set an example of what is possible. I'm receiving at least one call every day where people ask me to send the log book I use, so that they start the practice in their school. Students and parents have started questioning their school management committees on taking corrective actions, and as they do change can occur across the nation.

Advocacy and Policy Change

- **Policy Engagement**, through international initiatives both at the multilateral level and the national level including: the Open Government Partnership (OGP), the World Bank's Global Partnership for Social Accountability (GPSA), the World Economic Forum's Partnering Against Corruption Initiative (PACI) and the Making All Voices Count (MAVC) program.

- **Social Impact Tours**, to showcase the Lab's work and provide professionals, activists philanthropists with a unique insight into the ecosystem of accountability change-makers around the world. In 2014 we carried out two social impact tours over two, one week periods with a total of 17 participants from countries as varied as Turkey, Chile and Uganda! By linking these diverse people with our accountapreneurs in Nepal we build support and facilitate joint efforts to solve accountability challenges.

A Social Impact Tour in Nepal

In September, the Lab hosted a group of Turkish and Chilean philanthropists for a week in Nepal. The idea was to give the group a unique set of insights into the accountability change-makers in Nepal (our "accountapreneurs") and build enduring relationships to support the accountability community over time. The participants did everything from participating in a civic schools graduation ceremony to taking part in accountability theater to judging a national television show! Read more here.

If you would like to be part of a Social Impact Tour with the Lab, find more information here.

Governance

In 2014, we reorganized our Board of Directors. We held our first in-person board meeting in November, where board members provided advice on improving our budgeting process, creating clear communications, conducting thorough employee evaluations, integrating impact measurement, and developing a deliberate scaling strategy (read the full minutes here). We continue to receive guidance from a core group of high-level external advisors on strategy and engagement issues as well. In terms of local governance, the Nepal office registered as a local nonprofit company (as Liberia did in 2013) so the work in both locations is led by local staff and directors. The Lab's leadership in the US ensures the unity of the Lab's work through Memorandums of Understanding, Grant Agreements, site visits, and an open lines of communication with the local teams.

2014 Financials

Statement of Activities*

Year Ended December 31, 2014

Revenues

Contributions from Corporations, Individuals, Law Firms and Trade Associations	$	166,165
Total Revenues	$	166,165

Expenditures

Program Services

Outreach and Partnerships	$	43,412
Ambassadors	$	9,574
Accountability Entrepreneurship Fund	$	145,126
Total Program Services	**$**	**198,112**

Suporting Services

Management and General	$	14,355
Fundraising	$	21,817
Total Supporting Services	**$**	**36,172**

Total Expenditures	**$**	**234,284**
Change in Net Assets	$	(68,119)
Net Assets at Beginning of Year	$	(264,401)
Net Assets at End of year	**$**	**(332,520)**

Statement of Financial Position*

Year Ended December 31, 2014

Current Assets

Cash and Cash Equivalents	$	199,088
Contributions Receivable	$	10,943
Accounts Receivable	$	596
Prepaid Expenses	$	1,039
Total Current Assets	**$**	**211,665**

Liabilities

Current Liabilities	$	7,156
Deferred Gran Revene	$	184,529
Long-term Liabilities	$	352,500
Total Liabilities	**$**	**544,185**

Net Assets

Unrestricted	$	(332,520)
Temporarily Restricted	$	0
Total Net Assets	**$**	**(332,520)**
Total Liabilities and Net Assets	**$**	**211,665**

* All amounts are in US $

* The liabilities noted above are simply formalities, and do not affect the financial stability of the organization. The $352,500 long-term liability represents a start-up investment between 2012-2014 from an individual donor, who recently set up a foundation and has committed to completely forgive the liability in 2015. The deferred grant revenue refers to a large grant from GIZ, for which the money was received in 2014 but was not spent, and thus completing the contract, until 2015.

Partners

Accountability Lab's work is made possible through the generosity, vision, and partnership of many organizations and individuals within our network.

FUNDING PARTNERS

BMW Stiftung Herbert Quandt

THE CASE FOUNDATION

crowdrise™

Deseret Trust Company

indiegogo

KICKSTARTER

RSA
21st century enlightenment

PRO BONO PARTNERS

EPSTEINBECKERGREEN

ONE

THOMSON REUTERS FOUNDATION

9066 productions, inc.

OPERATIONAL PARTNERS

ATLAS CORPS

BSC MONROVIA

GPSA
GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY

*ilab_ liberia

INTEGRITY ACTION

nef

NEPAL ECONOMIC FORUM

OpenGovHub

Board of Directors	Advisors	Staff
Molly Hellerman, Chair	Craig Kennedy	**Blair Glencorse,** Founder and Executive Director
Alan Hudson, Treasurer	Joe Hurd	**Anne Sophie Ranjbar,** Associate Director
Caroline Mailloux, Secretary	Nadim Matta	**Lawrence Yealue,** West Africa Representative
Goetz Bechtolsheimer	Negbalee Warner	**Brooks Marmon,** Accountability Architect
Blair Glencorse	Paulo Gomes	**Francis Lansana,** Resident in Liberia
	Sujeev Shakya	**Suman Parajuli,** Resident in Nepal
	Xenia Dormandy	**Suresh Chand,** Accountability Champion in Nepal

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Join Us

We love to partner to grow the global movement for accountability. Here are three easy ways you can get involved:

i)   **Help spread the word** - follow us on Facebook, Twitter, YouTube and LinkedIn and mention our work to your friends and networks.

ii) **Send us ideas** - we are a learning organization and love feedback. Let us know your thoughts at: info@accountabilitylab.org

iii) **Write for the blog** - we'd love to feature your great ideas for accountability tools on www.bloggingonaccountability.org, which we'll then cross post widely. E-mail us your thoughts: info@account-abilitylab.org

iv) **Work for us** - our best asset is our people and we support our staff 100% in everything they do. Want to work for us? Check out our staff page for vacancies. If there isn't a fit, e-mail us and tell us why you are exactly what we need: info@accountabilitylab.org

v)   **Support the Lab** - through a tax-deductible donation here and through asking your employer for corporate matching or sponsorship. We make sure every dollar goes as far as it possibly can to improve lives.

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