

# 2015 Annual Report



**Catalyzing a new generation of active citizens and responsible leaders around the world**

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# Letter from our Founder & Executive Director

Dear friends,

2015 was a year of exciting growth and evolution for the Accountability Lab, amidst difficult circumstances. While Liberia was still addressing the Ebola crisis, a series of devastating earthquakes hit Nepal. Though this was heartbreaking and put a few of our projects temporarily on hold, we were proud of our local teams' agility in adapting to the situation. We discovered an important role we could play in building accountability into the disaster response. Through films, SMS hotlines, surveys, community meetings, and radio programs, we raised awareness about key accountability issues and gave citizens a platform to speak up about them.

2015 also marked the third year since the Lab was established. We took the opportunity to re-evaluate our organization's focus and strengths in a deliberate and collaborative process. We determined that our greatest strength is inspiring and mobilizing young people, and that by focusing our efforts on a more structured Accountability Incubator we will improve our ability to find and support the best ideas for lasting positive change in developing countries. You can discover our refined vision, mission, and theory of change later in this report.

With this vision, and many lessons learned from our pilot phase in Nepal and Liberia, we were ready to scale our work to another country. We found an incredible Pakistan Country Representative, Fayyaz Yaseen, and he worked hard to listen to citizens' ideas about accountability, build networks, and set up a local organization in preparation for the 2016 Accountability Incubator.

I hope that this report, in tandem with our [2015 Impact and Learning Report](#), will enable you to better understand our work, track our progress, and find new ways to get involved.



Blair Glencorse



# Our Vision & Mission

## Our Vision

The Accountability Lab catalyzes a new generation of active citizens and responsible leaders around the world.



## Our Mission

We are an incubator for accountability change-makers to develop and implement innovative ideas for integrity in their communities. We train, mentor, and resource citizens to strengthen systems of accountability to unleash positive social and economic change.

# Our Values & Theory of Change

Integrity



Innovation



Humility



Practicality



Collaboration



## THEORY OF CHANGE

The Problem

Our Solution

Short-Term Impact

Long-Term Impact

analysis

actions

engagement

Poverty, inequality and violence because power-holders are not accountable to citizens

Mentoring, networks, management, advocacy, and seed funding for "accountpreneurs" with great ideas for integrity

Citizens and power-holders are more aware of their rights and responsibilities and actively work together to build accountability

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

Improved lives for citizens

CONTINUAL LEARNING AND ADAPTATION TO IMPROVE



# Accountability Incubator

(cont.)

The Accountability Incubator is the Lab's flagship program for young civil society leaders to build innovative, sustainable solutions for accountability in their communities. These committed change-makers (or "accountapreneurs" as we call them) know best how to transform their communities – we help them make it possible. Our local teams provide Incubator participants with hands-on mentoring, training, networking and community building opportunities, media outreach, seed funding, and management support. In 2015, participants in the Incubator developed and implemented low-cost, high-impact initiatives across a variety of sectors, including arts and media, justice, civic education, technology, and sports. Accountapreneurs graduate from the program as confident and resourceful leaders - with a strong community of fellow graduates to continue to learn from and support each other.





## 2015 Cohort of Accountpreneurs

### LIBERIA

#### Divine Key Anderson



Divine supports young Liberians to find their voice through filmmaking. With Accountability Lab's support, he founded the Liberia Film Institute (LFI) and has trained dozens of students to become accountability filmmakers. In 2015, many of the students created films on Ebola-related topics such as survivor stigma, sexual transmission of the disease, and accusations that emergency workers did not receive proper compensation. These films were shared with communities through a film festival at the University of Liberia, as well as [mobile outdoor screenings](#) in all 15 of Liberia's counties.

#### John Kamma

John is a former policeman bringing greater accountability and access to justice one of Monrovia's low-income, high-density neighborhoods. With the Lab's support, he set up the Logan Town Community Justice Team (CJT) of trained, local mediators to peacefully resolve disputes and work with the formal justice system to build trust and integrity. In 2015, the CJT [resolved 71 cases](#), involving issues of attempted rape, mob violence, unpaid loans, and property damage. This work saved clients over US\$14,000 in legal fees and 11,000 hours in time that would have been spent trying to navigate through bureaucratic red tape and corruption.





## 2015 Cohort of Accountpreneurs

### LIBERIA

#### Charles Cooper



Charles is a comic book artist with a passion for youth civic education. His popular Tabellah Tee comic series features a role model navigating the challenges of Liberian society, learning from mistakes, and taking personal responsibility. In 2015, the Lab supported him to create a comic book on [overcoming stigma for Ebola survivors](#) and gender-based violence, as well as to host mini discussion-based lessons around his comic books for youth from Ebola-affected communities. These comic books are accessible to Liberians of all ages and education levels.

#### Thomas Tweh

Thomas leads the West Point Community Justice Team (CJT), a team of 16 trained mediators in one of the poorest neighborhoods in Monrovia. In 2015, this community was still recovering from the impact of the Ebola crisis, during which the neighborhood was under quarantine. Comprised of community members, the CJT was able to effectively resolve disputes, maintain peace, and build trust between citizens and the government.





## 2015 Cohort of Accountpreneurs

### LIBERIA

#### Alfred Sirleaf



Alfred is a citizen journalist who gathers news from correspondents around the country and then curates it on large chalk billboards called Daily Talk at Monrovia's busiest intersections to curate news for thousands of passing Liberians each day. He uses Liberian English and creative symbols that people of all literacy levels can understand. During the Ebola crisis, when distrust between citizens and government was particularly strained, the **Daily Talk played a critical role** in dispelling destructive rumors about the seriousness of the outbreak, symptoms to look out for, locations of treatment centers, prevention strategies, how to report suspected cases, and the government's response. Not only did it provide citizens with life and death information, but it also provided the government with an incentive to take more active measures to address the crisis.

#### Leslie Lumeh

Leslie is a talented artist who is passionate about training young people to use art for social change. He runs the Accountability Art School at the Liberia Visual Arts Academy (LiVArts) to **provide accountability art classes** to young students between the ages of 8 and 21. In addition, he has created several murals around the Monrovia to raise awareness about citizen's responsibility to demonstrate personal accountability. Also, in June 2015, with the support of the Lab, Leslie co-sponsored an art exhibition titled **"Liberia's Quest for Integrity" at the National Museum in Monrovia**, which featured the work of young artists portraying peace, democracy, and the challenges of everyday life in Liberia.





## 2015 Cohort of Accountpreneurs

### LIBERIA

#### Henry “Amaze” Toe



Popular music artist Amaze is leading the Hip Co Accountability Network, a group of fellow Liberian rappers who are developing messages of positive social change and integrity through their music. In 2015, they created several popular songs, including **“Corruption, Corruption,”** “Different Intention” and “Honorable,” that promoted messages of integrity, accountability and intolerance for abuse of power. Together with Accountability Lab, OSIWA, and SMART Liberia, they launched a **#CorruptionMustGo** campaign, during which they shared the music videos, performed the songs, and encouraged young people to speak out against corruption.

#### Gborboe Glinwon

Coach Gborboe leads a fun program called Kick Out Corruption to teach kids the principles of anti-corruption, integrity, and personal responsibility through **soccer-based exercises and discussions**. For example, a referee shows favoritism towards a particular team, or players who lose the ball during play have to stop and answer questions about corruption. The program has trained 25 coaches in Kick Out Corruption techniques, and engaged over 500 youth on the principles of accountability they now practice in their daily lives.





## 2015 Cohort of Accountpreneurs

### NEPAL

#### Anita Thapa



Through her nonprofit Sambhawana, Anita leads a hands-on civic education program called Civic Schools that evaluates schools, builds custom curricula on democracy and governance, and enables students to lead community improvement projects. In 2015, she expanded her work outside of Kathmandu to schools in Kavre, Baglung and Myagdi. Anita said, "Through the program we have witnessed change in the knowledge, skills, and behaviour of students when it comes to participating in discussion and debate on contemporary issues, asking tough accountability questions to school administration, critically thinking

about solving school and community problems, and preparing themselves for next generation leadership."

#### Surabhi Pudasaini

Surabhi and her team at GalliGalli run a wiki-site called [Nalibeli](#) that gathers and shares step-by-step instructions on how to access government services in Nepal. They also complement the platform's services with monthly offline discussions between citizens and key stakeholders on current civic issues, as well as provide individual consulting on accessing government services such as NGO registration and tax preparation. In 2015, they redesigned the site to be more user-friendly and added 80 new pages of information on local service delivery and more. The site has received 250,000+ hits, and they continue to build their user base through promotion on social media and partnership with youth groups and online media platforms.





## 2015 Cohort of Accountpreneurs

### NEPAL

#### Govinda Siwakoti



As co-founder of Nepali audio-visual company Onion Films, Govinda and his team run the Accountability Film School to empower young people in Nepal to speak up about economic, social and political issues in their communities. In 2015, they trained 82 young filmmakers, including the first class outside of Kathmandu Biratnagar. They also hosted a fellowship for five film school graduates to participate in the **Building Resilience Project**, creating films that highlighted accountability issues with the government/donor earthquake response and shared stories of hope and resilience during the rebuilding process.

The students hosted many film screenings and have now gone on to independently create more films about accountability issues.



## Integrity Idol

**Integrity Idol** is a national campaign run by citizens in search of honest government officials – which was piloted in Nepal in 2014 and successfully scaled to Liberia in 2015. In each country local volunteers gathered nominations from citizens across the country and hosted public forums about the need for public officials with integrity. An expert panel of judges selected five finalists from each country, who were then filmed for national television and radio broadcast. More than 61,000 citizens voted for their Integrity Idols through SMS, an estimated 6.5 million citizens watched the show, and hundreds gathered at national ceremonies as top government officials crowned the winners.



*“This year, more than ever, Nepal needed government officials with integrity. This campaign brought Nepalis across the country into a conversation about what this means. It generated support for those civil servants within the system who are serving the public good. Highlighting their excellent work in public - in an independent way that builds a positive narrative - enabled us to build trust with those in power and make sure they are acting on our behalf. It also enabled Nepalis to feel part of a positive movement - that they helped to build.”*

– Narayan Adhikari, Nepal Country Representative

Learn more about the campaign [here](#), and watch the campaign videos [here](#).



## Mobile Citizen Helpdesks

On April 26, 2015, the day after a devastating earthquake in Nepal, we partnered with Local Interventions Group and mobilized youth volunteers to provide earthquake-related information to earthquake victims and to close the feedback loop by connecting citizens needing assistance with different organizations who could provide relief. We set up the [Mobile Citizen Helpdesks](#) (MCHDs), connected to an SMS platform and the government's emergency hotline, and in the first week alone our volunteers assisted 21,000 callers in finding the respective local government units and NGOs that could provide relief. Our volunteers traveled to displacement camps, and helped people solve their problems, from connecting pregnant women with needed care to reconnecting families through FM radio calls to helping aid groups reorient support towards the areas most in need.

We quickly realized that these efforts were needed beyond Kathmandu, and so our 100+ local volunteers traveled to the 14 hardest hit districts, surveying thousands of citizens on the effectiveness and fairness of the relief process and their remaining needs and concerns – such as a lack of winter preparedness, an increase in the harassment of women, and unsafe school structures. This process inspired UN-OCHA's Inter-Agency Common Feedback Project, and each month we partnered together to share the data with the 25 largest agencies and NGOs in the country through [Community Feedback Reports](#). Government and humanitarian agencies used the data to identify citizens' various needs across different geographic areas and demographic groups and guide their response strategies accordingly.





As our volunteers conducted surveys, they discovered numerous rumors and significant misinformation. Thus, in partnership with Internews, we set up the Open Mic project to track and quickly debunk rumors before they can cause further harm. We recruited local journalists in each district to actively listened to rumors and concerns in communities, and publish [weekly reports](#) that provided the detailed facts and contact details of the associated official. This information also communicated back to citizens through local radio broadcasts and community meetings.

While the recovery process will continue far into the future, the Mobile Citizen Helpdesks have played a crucial role in closing the information gaps between citizens, aid workers, and government responders during the first eight months, and it will continue to adapt to needs on the ground.





# Campaigns

## Honesty Oscars

In partnership with ONE, we shined the spotlight on the best and brightest social change actors, films, and media tools around the world in the third annual [Honesty Oscars](#). Over 40,000 people viewed the campaign and over 9,000 people voted for the winners.

### And the Oscar goes to...

#### BEST ACTIVIST

Sharada Bhusal



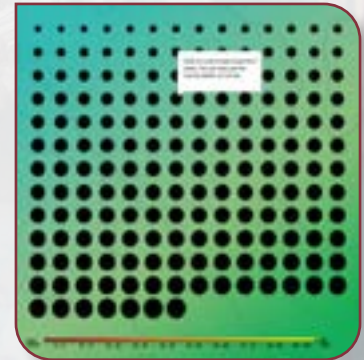
#### BEST ACTIVIST ANTHEM

"Corruption" by Radio & Weasel



#### BEST VISUAL EFFECTS

Transparency International



#### BEST PICTURE

Virguna



#### BEST SPECIAL EFFECTS

Open Duka





# Internal Governance

## Board of Directors:

### **Molly Hellerman**

Board Member, Chair

### **Caroline Mailloux**

Board Member, Secretary

### **Alan Hudson**

Board Member, Treasurer

### **Götz Bechtolsheimer**

Board Member

### **Tamar Rosenberg**

Board Member\*

### **Kristina Wiig**

Board Member\*

### **Blair Glencorse**

Executive Director and Board Member

*\*Newly elected in 2015*



## Leadership Team:

**Blair Glencorse**, Founder and Executive Director

**Anne Sophie Ranjbar**, Associate Director

**Narayan Adhikari**, Nepal Country Representative

**Lawrence Yealue**, Liberia Country Representative

**Fayyaz Yaseen**, Pakistan Country Representative

In an effort to set an example for transparency and accountability, we regularly publish all of our key financial and internal governance documents on our website through an Open Budget app. Explore them [here](#).

We hired an external accountant to conduct a formal audit of our 2015 finances. The auditor reported that our finances are managed in accordance with accounting principles generally accepted in the USA and that there were no issues to report.

## Statement of Financial Position

Year Ended December 31, 2015

### Assets

Current Assets	
Cash - Operating	\$ 48,436
Accounts Receivable	8,754
Prepaid Expenses	12,986
<b>Total Assets</b>	<b>\$ 70,176</b>

### Liabilities and Net Assets

#### Liabilities

Accounts Payable	\$ 2,861
Payroll Liabilities	15,880
<b>Total Liabilities</b>	<b>\$ 18,741</b>

#### Net Assets

Unrestricted	\$ 7,123
Temporarily Restricted	44,312
<b>Total Net Assets</b>	<b>\$ 51,435</b>

<b>Total Liabilities and Net Assets</b>	<b>\$ 70,176</b>
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## Statement of Activities and Change in Net Assets

Year Ended December 31, 2015

	Unrestricted	Temporarily Restricted	Total
<b>Revenues, Gains and Other Support</b>			
Contributions	\$ 821,968	\$ 228,841	\$ 1,050,809
Funds released from restriction by passage of time	184,529	(184,529)	0
<b>Total Support and Revenue</b>	<b>\$ 1,006,497</b>	<b>\$ 44,312</b>	<b>\$ 1,050,809</b>
<b>Expenses</b>			
Program Services	\$ 603,562	-	\$ 603,562
Support Services	30,062	-	30,062
Fund Raising	33,231	-	33,231
<b>Total Expenses</b>	<b>\$ 666,855</b>	<b>-</b>	<b>\$ 666,855</b>
<b>Change in Net Assets</b>	<b>\$ 339,642</b>	<b>\$ 444,312</b>	<b>\$ 383,954</b>
<b>Net Assets - Beginning of Year</b>	<b>\$ (332,519)</b>	<b>\$ 0</b>	<b>\$ (332,519)</b>
<b>Net Assets - End of Year</b>	<b>\$ 7,123</b>	<b>\$ 444,312</b>	<b>\$ 51,435</b>

## Statement of Cash Flows

Year Ended December 31, 2015

### Cash Flows from Operating Activities

Change in Net Assets	\$ 383,954
Adjustments to Reconcile Change in Net Assets to Net Cash Used in Operating Activities:	
Depreciation	0
Decrease (Increase) in Accounts Receivable	2,785
(Increase) Decrease in Prepaid Expenses	(11,947)
(Decrease) Increase in Accounts Payable	(2,627)
Increase (Decrease) in Deferred Income	(184,529)
Increase in Payroll Liabilities	14,212

**Net Cash (Used) Provided by Operating Activities** **\$ 201,848**

### Net Cash (Used) by Financing Activity

Decrease in Loan Payable	\$ (352,500)
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**Net (Decrease) Increase in Cash** **\$ (150,652)**

**Cash - Beginning of Year** **\$ 199,088**

**Cash - End of Year** **\$ 48,436**



# Financial Transparency

## Statement of Functional Expenses

Year Ended December 31, 2015

	Programs	Management	Fundraising	Total Expenses
Salary	\$ 117,880	\$ 17,270	\$ 23,850	\$ 159,000
Payroll Tax	7,886	1,155	1,595	10,636
Employee Benefits	2,611	369	510	3,490
Accounting	0	1,587	0	1,587
Contract Services	271,928	0	0	271,928
Local County Support	139,326	1,663	0	140,899
Marketing	11,429	1,372	1,915	14,716
Travel	24,628	925	1,340	26,893
Event Expense	1,630	0	0	1,630
Supplies	6,296	102	327	6,725
Taxes	0	921	0	921
Intern Stipend	5,470	435	601	6,506
Telephone	163	4	6	173
Information Technology	1,088	99	136	1,323
Occupancy	7,666	1,123	1,551	10,340
Insurance	0	1,716	0	1,716
Staff Development	4,670	685	945	6,300
Business Registration	195	581	0	776
Fundraising	30	0	392	422
Payroll Expenses	178	26	36	240
Shipping	578	29	27	634
Depreciation	0	0	0	0
<b>Total</b>	<b>\$ 603,562</b>	<b>\$ 30,062</b>	<b>\$ 33,231</b>	<b>\$ 666,855</b>

View the full, audited 2015 Financial Statements [here](#).

# Get Involved

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

- i) **Apply to our Accountability Incubator:** we're accepting applicants for the next cohort of accountpreneurs in Liberia, Nepal, and Pakistan through November.
- ii) **Join our campaigns:** nominate your Integrity Idol in Liberia, Nepal or Pakistan this fall, lead the effort to bring Integrity Idol to your country, or vote for the winners of the Honesty Oscars in February.
- iii) **Give to the Lab:** Set a recurring donation, offer pro bono services, donate your old computer or phone, or run a crowdfunding campaign for us in conjunction with your next birthday, race, or holiday.
- iv) **Work with us:** Check out our latest job openings, including a Visual Storytelling Fellowship for graduate students to gain exciting filmmaking and photography experience in Liberia, Nepal, or Pakistan.
- v) **Help spread the word:** Follow the Lab on [Facebook](#), [Twitter](#), [Instagram](#), [YouTube](#), and [LinkedIn](#) and tell your friends, family, and colleagues what the Lab means to you.

To learn more, share your ideas for partnership, and/or give us feedback, please contact us at [info@accountabilitylab.org](mailto:info@accountabilitylab.org).



# A Special Thank You to Our Partners

We couldn't do all the work we do without the generosity, collaboration, and vision of many organizations and individuals within our network.

## FUNDING PARTNERS



## LOCAL COUNTRY OFFICE FUNDING PARTNERS



## PRO BONO PARTNERS



## OPERATIONAL PARTNERS



## STRATEGIC ALLIANCES



# Contact Us

## In the US

c/o the [Open Gov Hub](#)  
1110 Vermont Avenue NW, Suite 500  
Washington, DC 20005  
Phone: +1-202-651-0428

## In Liberia

c/o the [Business Start-Up Center Monrovia](#)  
Graduate School Building GD 2-8  
University of Liberia  
Capitol Hill, Monrovia.  
Phone: +231-886-921-677

## In Nepal

c/o the [OpenGov Hub](#)  
95 Thirbam Sadak  
Baluwatar, Kathmandu  
Phone: +977-981-823-1206

## By email

[info@accountabilitylab.org](mailto:info@accountabilitylab.org)



*Executive Director Blair speaks at a community event we hosted at the OpenGov Hub.*