2015
Impact & Learning Report

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

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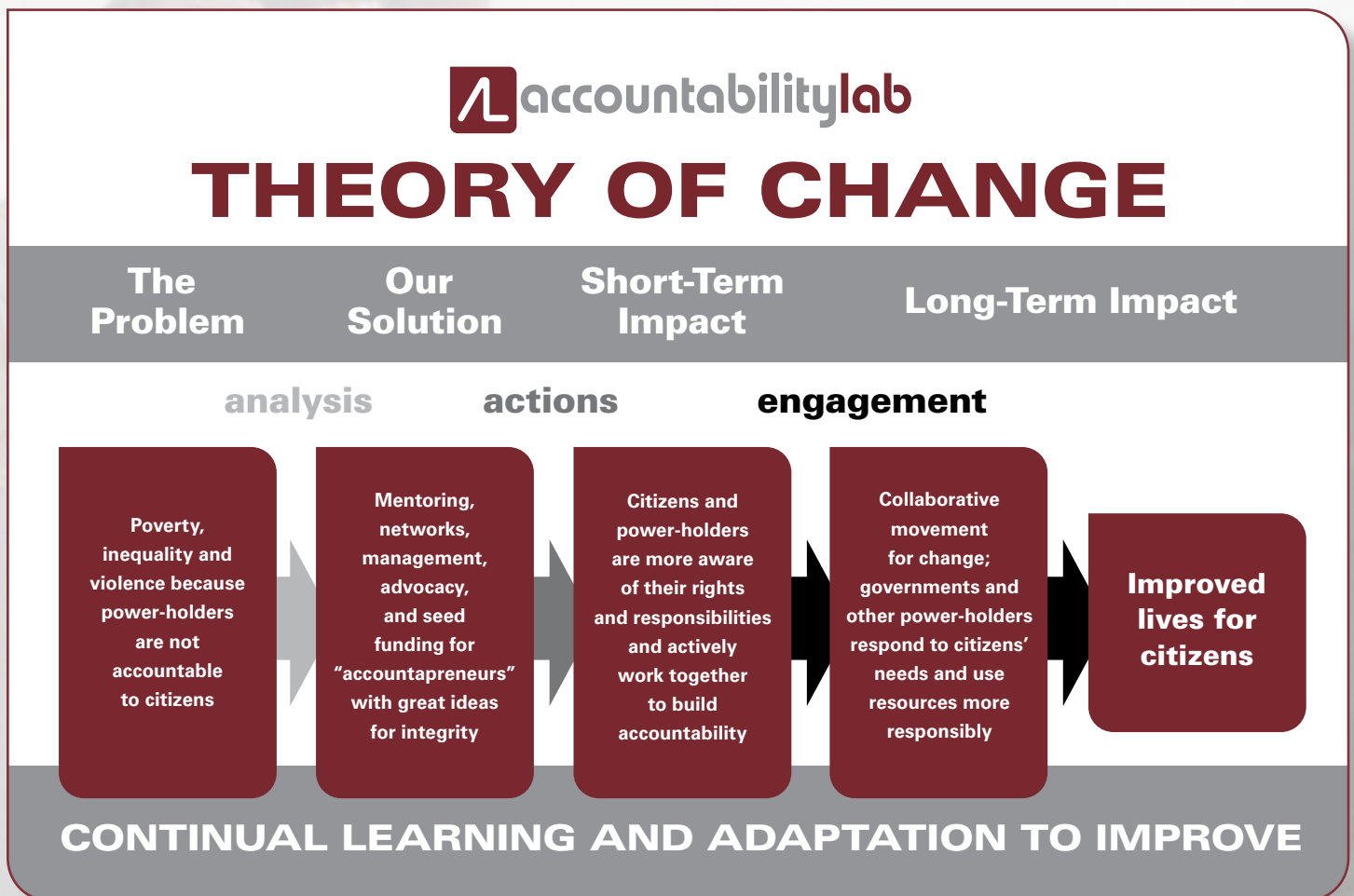
31 January, 2016

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.

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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 "accountapreneurs" 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

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Measuring Our Impact

To us, impact means the change we create in the world. Our goal is to not only highlight our results but also to understand impact measurement as a learning process to help us improve over time.

In this report, we seek to communicate our impact - on both the local and policy levels - in meaningful ways that help others learn from our progress and challenges. We strive to follow impact reporting best practices: **clarity, accessibility, transparency, accountability, verifiability, and proportionality.**[1]

Through our impact survey, we seek honest, practical feedback from our various stakeholders. We re-designed the questions for our 2015 survey, in order to gain important new insights and to minimize "courtesy bias" (read more on page 12). We were excited to discover that our new approach helped us gather more precise data on how we're doing and more constructive criticism on how we can improve.

In addition to this report and the associated annual impact survey, we look for ways to measure and share our impact throughout the year. Our team creates **monthly dashboards** on the progress of each of the accountapreneur's projects, and also trains the accountapreneurs to monitor and evaluate their own impact.

We host **Quarterly Impact Calls** to report on and discuss our progress with the public
(listen to archived calls **here**).

We **update social media daily** with articles, photographs, success stories and information on the challenges we face.

Follow us on **Facebook**, **Twitter**, **Youtube**, **Instagram**, and **Wordpress** to stay informed.

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

Lessons Learned & Implemented

As a learning organization, we seek to continually adapt, iterate and improve using the feedback we receive in our impact surveys. In the following infographics, we outline how we worked to put the key lessons learned from our 2014 Impact Report into action in 2015. At the end of this report we outline the key challenges and lessons learned from this year's feedback.

Lesson 1: Increase Our Capacity

Our Response:

In 2015, we more than **doubled our budget** from 2014, allowing us to bring in significant additional capacity as outlined below. We established a Lab in Pakistan, scaled Integrity Idol to Liberia, supported our accountapreneurs even further, and set up important new programs, such as the Mobile Citizen Helpdesks in Nepal.

We hired **new staff members**, including full-time Finance Officers, in our Liberia and Nepal offices, and **two new US board members.**

Our staff members across the world participated in **fellowships and trainings** to expand their skills and networks, including:

- the **Atlas Corps Fellowship**
- the **Stanford Graduate School of Business' Executive Program for Nonprofit Leaders**
- the **International Anti-Corruption Academy**
- the **Fletcher Summer Institute on Advanced Study of Nonviolent Conflict**
- the **Leadership and Management for Integrity Course at the Central European University**
- the **Social Enterprise Greenhouse Accelerator**
- the **Rhize Catalyst Fellowship**.

We worked with **25+ pro bono consultants**, including:

- George Washington University graduate students conducted a capacity assessment;
- global Working Committees who advised on internal operations and marketing strategy;
- Atlassian, who donated staff time to help us set up our Salesforce account;
- Corporate Executive Board employees who brainstormed ideas for the structure of our Incubator;
- a **Google Disaster Corps team who gave technical support and funding to our Nepal earthquake relief work**;
- an Auburn University professor who conducted a qualitative study of the Community Justice Teams in Liberia (see page 15).

Lesson 2: Strengthen Our Scaling Vision and Strategy

Our Response:

We held **5 board meetings** to discuss strategies to make the Lab more effective and sustainable,
and we set up and consolidated local Accountability Lab board processes in Nepal, Liberia and Pakistan.

We refined our vision and mission
to focus on the Accountability Incubator;

enhanced the structure of the Accountability Incubator itself;
and

created training modules
to better increase the accountapreneurs' capacity.

We built internal systems,
including with Salesforce and Netsuite, to make our work more efficient and data-driven.

We commissioned research on
best practices for setting up a global

Accountability Ambassador program.

We scaled up more formally in Pakistan,
registering as a local organization in Islamabad and establishing an
operational partnership with the Sustainable Social Development Organization.

Lesson 3: Influence High-Level Policy and Decision-Making

Our Response:

At the country-level, we participated in a number of national level initiatives to support accountability and transparency.

In Liberia, our team helped devise and implement Liberia's **Open Government Partnership (OGP)** civil society commitments, and regularly participated in the Liberian Ministry of Interior's **Early Warning and Early Response (EWER) Working Group.**

In Nepal, we have been closely engaged with the accountability of the earthquake response. Immediately after the earthquake in Nepal, our Mobile Citizen Helpdesk volunteers worked with the Prime Minister's Office to improve the coordination of the relief efforts. We then partnered with the United Nations Office of the Coordination of Humanitarian Affairs (UN-OCHA) to build out our community feedback survey and disseminate data with key relief agencies throughout the country as part of the **Inter-Agency Common Feedback Project**.

In Pakistan, we are part of the **working group developing ideas around the Open Government Partnership**, along with the **Center for International Private Enterprise**, the **Open Society Foundations**, the **Sub-National Governance Program**, the **Policy Research Institute of the Market Economy** and **Asia Foundation**.

Through our Integrity Idol campaigns in Nepal and Liberia,

we generated national discussions around accountability and supported role models for integrity within government. The countries' governments expressed their support for the campaigns at the highest levels, and the 2014 Integrity Idol Nepal winner advised Nepal's Ministry of Education on accountability-related education reforms, including decreasing teachers' involvement in politics and finding solutions to prevent small schools from being shut down.

We participated in high-level discussions through membership

of the **World Economic Forum's Partnering Against Corruption Initiative** (**PACI**), **the World Bank's Global Partnership for Accountability** (**GPSA**) and with the **World Bank's World Development Report**.

Lesson 4: Make Communications a Priority

Our Response:

We wrote or were mentioned in over **90 news articles and external blogs globally**, including in

The New York Times

BBC

FP Foreign Policy

npr

Vox

We pitched our work everywhere

- from **TEDx MidAtlantic**,
- to the **International Anti-Corruption Conference**,
- to **Making All Voices Count**,

- to the Youth Assembly at United Nations,
- to **SXSW**
- as well as many local radio and TV stations.

The Accountability Lab website
received 100,462 views from 187 countries.

We also set up websites for
Integrity Idol and
the Mobile Citizen Helpdesks

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Our Response: (cont.)

On our **blog**,
we published 58 posts and received 24,649 views from 16,143 visitors.

On **Twitter**,
we posted 1,881 Tweets, doubled our followers, and received 2,998 mentions.

On **Facebook**,
we shared 541 posts, received 12,848 new page likes, and reached a total of 341,697 people from 45+ countries.

On our budding **Instagram** account,
we posted 150 times to 300 followers.

We set up playlists on our **YouTube** account,
highlighting several new videos about our work and receiving 6,370 views.

We increased the frequency of our email newsletters from one biannual newsletter to monthly regional newsletters from each of our country representatives. To sign up to our newsletters click **here**, and scroll to the bottom of the homepage, to see the sign-up form fields.

We partnered with the Newhouse School of Communications at Syracuse University to host Visual Storytelling and Communications Fellows in **Nepal** and **Liberia**, who helped us gather more high-quality photos and engaging videos to illustrate our work.

ONE COLLECTIVE EFFORT

to build accountability around the world

2 accountability incubators

3 countries in which we have local Lab teams

12 active accountapreneurs

28,522+ people directly engaged through our accountapreneurs' programs

14,250+ attendees at our events

6,540,319 viewers

66,019 voters in accountability and integrity campaigns, including Integrity Idol and the Honesty Oscars

12 staff members   **12** interns   **200** volunteers in our programs

In addition, we collaborated with, supported, and shared lessons learned with many civil society organizations in order to strengthen the accountability eco-system in our focus countries.

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Our Impact on the Nepal Earthquake Relief Efforts

The day after the devastating earthquake in April 2015, we partnered with Local Interventions Group to set up the **Mobile Citizen Helpdesks** to gather feedback from affected communities, solve problems and improve the earthquake response. Our volunteers helped victims use the radio to reunite with their families, get to hospitals where they receive critical surgery, find tents to sleep in, learn how to get the damage to their homes assessed, and more.

We scaled these efforts in **14 hardest hit districts** with **100+ volunteers** gathering feedback on the effectiveness and fairness of the relief efforts from **1,400 community members** each month. We compiled the data into Community Survey Reports and infographics, which over 25+ key relief agencies use to inform their actions on a monthly basis. Our survey methodology and results have had a significant influence on high-level decision-making in Nepal, and the United Nations Office for the Coordination of Humanitarian Affairs used our project to catalyze the Inter-Agency Common Feedback Project.

In addition, we set up the **Open Mic project with Internews to assess rumors and concerns** among earthquake-affected communities. Our representatives on the ground have heard rumors about everything from the invalidity of victim ID cards to concerns about lack of cold weather supplies. They then confirmed facts with local government and NGO officials, and published weekly reports with validated information to debunk the rumors. This information has been broadcasted to over **1 million listeners through local radio** and helped to eliminate information gaps to improve the lives of thousands of Nepalis.

We closed the feedback loop by holding **172 community meetings**, bringing together **15,000+ community members, local government stakeholders and humanitarian partners** to discuss the survey results, clarify issues and address any related concerns. As a result of these meetings, citizens learned if and how they were eligible for aid disbursements, how unsafe schools were renovated, how concerns about inequality in the relief process were resolved, how government offices reallocated their budgets to address water shortages, and more.

Survey Methodology

After our 2014 impact survey, we sought feedback from our country representatives and experts in the field of impact measurement like **Intentionality** and **Feedback Labs** on how we could improve the process. This is **what we learned we needed to do:**

- create a shorter, universal survey for all stakeholders, and require a response to all questions, in order to simplify the process and create cleaner data;

- favor multiple-choice questions over essay questions in order to prevent survey fatigue among recipients and accommodate recipients who are not confident in their writing abilities;

- minimize the "**courtesy bias**" and seek more honest feedback by carefully constructing non-leading questions and creating a broader spectrum of answer choices;

- add our own staff and volunteers as survey recipients, in order to let our team provide feedback from the inside on how we're doing;

- remove donors from the list of recipient groups, since most donors can only assess our impact through the Lab's marketing and thus have a biased or incomplete view;

- emphasize the lessons learned more than quantitative statistics;

- design our questions around the language in our theory of change in order to directly test its relevance and effectiveness.

We designed our 2015 impact survey around these ideas, featuring **six questions that each directly correlate to a step in our Theory of Change** (on page 2). **Four of the questions asked the recipient to answer on a 0 to 10 scale (0=not at all; 10=completely)**, with an optional text box for additional comments on each question. This new design does limit the ability to measure change over time, but given the overwhelmingly positive responses we received in our past two impact surveys, we thought it was an important change to take to help us evaluate our impact on a deeper level.

To disseminate the survey, we sent out emails with a Survey Monkey link, and our teams on the ground distributed hard copies of the survey to people with limited internet access (a few of which were translated from Nepali where needed). We received **188 total responses from our 5 key stakeholder groups: Accountapreneurs (8); Participants in programs (24); Government Officials (83); and Staff and Volunteers (41)**. We averaged stakeholder responses for each question, and then calculated the total, non-weighted average across all stakeholders.

For more information on our impact survey, view the complete dataset here.

Average score breakdown: (on a scale of 0 to 10)

Accountapreneurs:	**9.3**
Participants:	**8.5**
Government Officials:	**7.4**
Peer Organizations:	**7.9**
Staff & Volunteers:	**8.1**
Average across stakeholders:	**8.2**

The scores indicate that each of the key stakeholder groups involved with these issues in Liberia, Nepal and Pakistan sees a strong connection between a lack of accountability and deeply negative outcomes in their societies. Furthermore, the accountapreneurs and participants, who live in the communities where we are trying to address these societal issues, saw the strongest connection. We believe that this response demonstrates the clear need for the Lab's work to build accountability. The survey comments below demonstrate how these key stakeholders see accountability connected to poverty, inequality and violence.

"Lack of accountability in Nepal has meant that the funds allocated for development have been embezzled by the bureaucrats and local leaders resulting in further impoverishment of the poor people, and the gap between haves and have nots increasing every passing day."

– Accountapreneur

"Lack of accountability affects the provision of basic social services that will go a long way in sustaining and maintaining peace while at the same addressing inequality which if not address would lead to violence and conflict."

- Participant

Average score breakdown: (on a scale of 0 to 10)

Accountapreneurs:	7.3
Participants:	6.9
Government Officials:	5.8
Peer Organizations:	5.4
Staff & Volunteers:	7.8
Average across stakeholders:	6.6

We believe these scores confirm that (1) all the major stakeholders that come in contact with our work see value in our model and (2) our model is addressing the needs of those that we aim to serve. It seems natural for peer organizations and government officials to have lower scores, as the majority of them are providing a different kind of support to similar constituents. However, we would like to reduce the small gap between the opinions of our staff/volunteers and the accountapreneurs and participants. We will strive to do so by proactively consulting with the accountapreneurs on what skills and resources they want to see in the 2016-2017 Accountability Incubator and frequently seeking feedback from them and their participants throughout the year.

> *"[The] Lab's support to young entrepreneurial people rather than more established people and organizations is truly appreciable. It is, thus, helping create a new generation of people with [a] new set of values, which I believe is necessary in the context of developing countries where [the] majority of the system is unreliable."*
>
> - Accountapreneur

The following three case studies outline how the Lab's support to accountapreneurs, and how our accountapreneurs' support to citizens in their community, are effectively building accountability and improving people's lives.

Liberia Case Study: Community Justice Team in Logan Town

In October 2015, Auburn University Political Science professor, Dr. Kelly Krawczyk, conducted an in-depth qualitative evaluation of one of our accountapreneurs' projects, the Community Justice Team (CJT), in the Logan Town community of Monrovia, Liberia. She conducted focus groups with multiple stakeholder groups, including the Community Justice Team mediators, citizens in the community who had disputes mediated by the CJT, and non-participant community members who served as a control group.

Community Justice Team Project Evaluation Framework		
Improvements in Access to Justice in Urban Liberia:	**Leads to:**	**Long-term Outcomes:**
Citizen awareness of legal rights and of availability of the CJT forum as vehicle for justice	Increased community dispute resolution	Reduction in petty crime such as property theft
Access to appropriate, affordable, effective forum via the CJT	Increased demand for justice and better services	Reduction in violent crime such as rape and other gender-based violence
Effective dispute resolution and administration of justice	Increased accountability and transparency	More cohesive communities that are more resilient
Engagement of community members in the process	Social legitimacy	Increased well-being

Quotes from participant focus group:

"We save time, we do not have to take time off from work for going to court, etc."

"We are afraid of the police. Criminals pool their money. At the end of the month they pay off the police to leave them alone (to not prosecute them for crimes, to not arrest them)."

"If you take your brother (friend) to the police station, you both become enemies. As humans, we have to live peacefully, one union, as brother and sister."

"I know a lady who used the police and courts and after one year, she was still owed her money. She then went to the CJT and got her money within a weeks' time."

"A lady in my area, she was hostile to her children. She was beating them like animals. She was taken to the CJT and talked to, her attitude has changed; she is doing well."

Photo: Lab staff members Blair and Lawrence with the Community Justice Team in Logan Town, Monrovia.

Key findings from the evaluation:

1) The CJT pilot project has made community justice accessible, affordable, and swift in its pilot communities. It offers a viable alternative to the formal justice system, as well as sometimes to the traditional system.

2) Community members report awareness of the CJT, and hold the project in high regard.

3) The CJT program supports Liberians' perceptions of and attitudes about justice, especially when it comes to preservation of the relationship between disputants, and a desire to understand root cause of conflict.

4) While the CJT reports success in resolving over 100 local conflicts in a short period of time and community members provided anecdotal evidence to support a reduction in disputes as the result of CJT, more nuanced analyses are required to better understand the ability of CJT to reduce the actual number of community disputes.

(This is part of a more extensive report that will be published in May 2016)

Nepal Case Study: Giving Citizens Access to Government Services

Accountapreneur Surabhi Pudasaini and her civil society organization GalliGalli created platform for making important information on government services accessible to citizens in Nepal.

Online, they run a wiki site called **Nalibeli**, which crowdsources information on the time, fees, location, documents, and other processes associated with over 200 government services—from setting up a small business to getting a passport. In 2015, they collected feedback on the site from their target users, and then redesigned the site to be more clearly organized and interactive. They also added 80 new pages of content focused on local government services. Since the redesign in September 2015, they had 150 active users and 13,603 views.

Offline, they host "Sukul Bahas" community meetings—which bring together citizens and local government officials to discuss critical current issues in depth and to bridge the divide between the online wiki and offline discussions. Despite the fuel shortage and political unrest in 2015, they held eight Sukul Bahas, with over 400 total people in attendance. At the end of these meetings, citizens were able to ensure that government officials committed to make a variety of critical changes in their constituencies.

To build the long-term sustainability of their work, GalliGalli developed a **consulting revenue model**, in which they provide hands-on assistance throughout the lengthy process of seeking government services. In 2015, they took on 20 projects, helping NGOs and companies register, assisting individuals with tax preparation, and more.

Key lessons they learned in 2015:

1. It's vital to understand the needs of your target population and focus your vision around those needs. Thus, the team let calls for a simpler and clear platform guide their actions.

2. It's important to put time and energy into building relationships of trust with various stakeholders. Thus, the team conducted outreach with media representatives, youth groups, local government offices throughout Kathmandu, and concerned citizens.

Pakistan Case Study: Accountability Ambassadors in Rawalpindi

In November 2015, we partnered with Making All Voices Count and the **Sustainable Social Development Organization (SSDO)**, to set up the Lab's first program in Pakistan: the Accountability Ambassadors in Rawalpindi. We trained 10 enthusiastic, Pakistan youth to use accountability tools, including social media, the Right to Information Act, and on-the-ground mobilization to monitor health and education facilities in their district. They gathered evidence on existing problems and began working with the government to solve them—thus paving the way for greater citizen engagement with district public officials and local political leaders. They also raised public awareness more broadly through dozens of articles in daily newspapers, and community meetings in which they taught citizens about their rights and responsibilities.

After just two months of participation in the program, our Ambassadors shared the following initial results:

To what extent do you feel you have the knowledge to build accountability of people in power in Pakistan? Average: 5.9/10

To what extent do you think you know about the tools you can use to ensure the accountability of people in power in Pakistan? Average: 5.7/10

They expressed an understanding that social change takes time, but cited some **examples of progress:**

"As I am working on social accountability in Rawalpindi, I am improving the community when I visit any department & ask them for any kind of information. Some of them deny first but when I file the RTI request for the respected information then they come to know that they are bound to provide the information."

"[I] along with my other volunteer friends visited the government school of my area and here we observed many problems like missing facilities. We highlighted the issue through social media and conveyed the problem to concerned departments/officials. Govt official responded [to] us positively and immediately took step[s] to provide some basic facilities to the public schools."

Average score breakdown: (on a scale of 0 to 10)

Accountapreneurs:	8.1
Participants:	7.3
Government Officials:	5.8
Peer Organizations:	5.6
Staff & Volunteers:	8.0
Average across stakeholders:	7.0

These responses indicate that we have successfully helped our stakeholders gain a greater understanding of accountability—particularly our accountapreneurs and participants whose awareness can enable them to hold power-holders accountable. Peer organizations likely received the lowest score because they already have a strong understanding of the field. We hope that our Integrity Idol campaigns can help us raise awareness among government officials even more in 2016.

"Accountability Lab has especially helped me gain ownership towards the issue of accountability and good governance. Although I was aware about it in the past too, the Lab's work has been influential in creating a sense of urgency regarding the issue."

– Accountapreneur

Q4: To What Extent Has the Accountability Lab Influenced Your Behavior?

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Average score breakdown: (on a scale of 0 to 10)

Accountapreneurs:	**8.4**
Participants:	**7.0**
Government Officials:	**5.8**
Peer Organizations:	**4.1**
Staff & Volunteers:	**7.8**
Average across stakeholders:	**6.6**

These scores demonstrate we are motivating and inspiring each of our stakeholder groups to change their behavior. This is particularly exciting amongst accountapreneurs, who we seek to incubate as leaders in their community, and government officials, who have the power to change the system from within.

"The Accountability Lab is having influence on my behavior in that it is nearly impossible to work [with] the Lab, teaching its principle to children as well as adult[s] for positive change, and not [make] those changes yourself."
- Accountapreneur

"I always used to think the only way to deal with corruption was civil resistance. But, later after knowing the work of the Lab on different creative ways to incubate projects to enhance greater accountability, my way of thinking has certainly been influenced."
– Peer Organization

"[I] have been more confident and learned many things which will not just help me to be accountable but also will encourage [me] to speak against any irresponsible behavior of any institutions."
- Participant

"It has developed my ability to take responsibility and show transparency in my work"
– Government Official

While this is a long-term endeavor, the majority of survey respondents said yes!

The key ways they said we are achieving this include:

1) **generating public dialogue**
2) **changing the mindsets of young people**
3) **community building**

"Through its collaboration with accountapreneurs… the Accountability Lab is indeed building a collaborative movement. I have found that one of the reasons people don't speak up against corruption and a lack of accountability is because they see themselves alone in the fight and there is too much personal cost. The Accountability Lab is trying to change this by creating a mass of people who support each other in the fight".

- Accountapreneur

"The recent Integrity Idol award program held in Monrovia… brought together individuals from diverse background[s] but all hav[e] one thing in common - Integrity."

- Accountapreneur

"[I] really like the fact that you hold open Impact Calls every quarter where anyone can dial in and have a chance of being connected to people on the ground, in the countries where you work. It's a great way of involving others in 'collective problem solving'."

– Peer Organization

"It ignites the young and the employees of the government to do something better from where they are and whatever role they are playing in the society."

– Government Official

Q6: How Can the Accountability Lab Improve What it Does?

1. Expand its work to more communities.

Our response:

As in previous years, we are pleased to receive this validation of the value of our work, though our capacity to scale is limited by restricted funding and a small staff. We will continue to make this a priority, taking particular note of the call to further extend our programs to rural villages and marginalized communities.

2. Create greater opportunity for collaboration.

Our response:

We believe strongly in community building and are excited that our stakeholders see more potential for collaboration and learning between our accountapreneurs, Integrity Idol finalists, and country offices. We will develop more structured programs for relationship building and cross-cultural exchange.

3. Prepare accountapreneurs to be sustainable.

Our response:

We recognize that sustainability is a key challenge for our accountapreneurs. We have developed a more structured training curriculum for our 2016 Accountability Incubator, in which we will work with the accountapreneurs to develop long-term sustainability plans and regularly review progress towards their goals.

4. Make advocacy and media outreach a priority.

Our response:

While advocacy is not our core mission, we agree that more attention to media outreach can help us further support accountability around the world. We will look for more effective ways to disseminate information, as well as consider suggestions to host conferences and single-day training workshops.

5. Communicate further with our staff and volunteers.

Our response:

As our staff takes on more responsibility and we recruit larger numbers of volunteers for Integrity Idol and the Mobile Citizen Helpdesk work, it is helpful to hear what they need to feel engaged and supported. We will brainstorm ways to make our communication with staff and volunteers more effective, and our leadership teams more accessible to answer questions and provide support when needed.

6. Document more of what we are learning.

Our response:

We love that people recognize that sharing our lessons learned can have broader relevance for the field of international development. In 2016 we will work to better share how we develop our programs and strategy; what we've learned from our challenges; the knowledge generated through cross-country comparisons; and ideas on how we're preparing to adapt to working in new contexts like Pakistan.

Our Next Steps in Impact & Learning

Overall, we are working hard to be a learning organization and constantly improve what we do. This process has certainly highlighted areas in which we can work harder, but at the same time we believe that these findings demonstrate the validity of our Theory of Change and the growing impact of our work. Though the meaning of the 0-10 scores that respondents gave can be somewhat subjective, the groups that we seek most to impact (accountapreneurs and participants) gave a positive score (6.9+) to every question. The majority of the feedback we received on how we can improve called for us to expand our work further- indicating demand for our approach. In addition, we have learned the importance of setting clear expectations when trying new ideas and iterating quickly. The greatest impact that we seek is systemic change, which cannot be measured in our three years of operation. We commit to focus on the sustainability of our efforts, maintain strong channels of communication, and practice adaptive learning in order to collectively reach that long-term goal.

We also commit to improve our impact measurement methodology in 2016 by:

- deploying more independent researchers to rigorously analyze our impact and learning, and minimize courtesy bias;

- training each of our accountapreneurs to develop their own impact measurement plans, with clear metrics and learning mechanisms;

- using Salesforce to track our accountapreneurs' progress and their collaboration with each other;

- conducting more in-depth interviews to gather more data on the nuances, challenges, and success stories around our impact;

- finding ways to make our surveys more accessible to people with limited literacy or English language abilities;

- and more consistently assessing and documenting what we're learning in real-time throughout the year on our blog and external media outlets.

We hope to use this report as the beginning of a larger conversation around impact and learning within the accountability and transparency community throughout 2016.

Contact us at impact@accountabilitylab.org with any feedback, ideas or questions.

We'd love to hear from you!