ONE STEP TO A THOUSAND MILES: BUILDING ACCOUNTABILITY IN LIBERIA

Photo: Aaron Nah

IMPACT AND LEARNING REPORT 2016

Produced for Accountability Lab Liberia

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1 : INTRODUCTION AND BACKGROUND

This report details the findings from an impact assessment conducted between August 2016 – March 2017 as part of a research and learning grant received through the Making All Voices Count (MAVC) program. In order to ensure a commitment to learning rather than to "vanity metrics"*, an external evaluator led the design, data collection and analysis of the research. This resulting 2016 impact report is divided into the following sections: Overview, Methodology, Survey Results, Qualitative Results, Insights and Recommendations.

Accountability Lab Liberia aims to build a new generation of active citizens and responsible leaders across the country. The team supports change-makers to develop and implement positive ideas for integrity in their communities. By enabling people to generate the knowledge, skills and networks needed for accountability, the Lab works to unleash positive social and economic change. Resting on notions that accountability is a dynamic — "a continually evolving set of relationships, incentives and ideas" — the Lab does not take a one-size fits all model to improving accountable governance. By working at multiple levels, the Lab's activities are shifting accountability dynamics in Liberia in a number of ways, such as: securing political and community buy-in; mobilizing citizens to become involved in civic actions; shifting mindsets and perceptions related to corruption and integrity; bringing diverse stakeholders together to share in a common vision of transformation.

* https://mobilisationlab.org/resources/beyond-vanity-metrics-toward-better-measurement-of-member-engagement/

In 2016, Accountability Lab Liberia worked in three main areas:

1. INTEGRITY IDOL LIBERIA

2016 was the second year of a campaign to "name and fame" the country's most honest public servants. Integrity Idol is a participatory locally-aired TV show that publicly supports a network of honest government officials. The campaign aims to highlight promote the idea that "the state is not monolithic" and aims to help local reformers share ideas, build coalitions and actively collaborate to improve governance.

2. ACCOUNTABILITY INCUBATOR

By leveraging the incubator model, the Lab helps young civil society change-makers (or "accountapreneurs") develop the tools, skills, networks, outreach efforts and funding streams they need to build sustainable, effective programs for accountability, integrity and open governance. The Lab recruits diverse individuals and ideas to participate in the incubator, which in 2016 included: building new approaches to improving reporting and transparency in the media (The Bush Chicken and Accountability & Us); mobilizing citizens to engage in issues related to accountability through music (Hip Co network), film (Liberia Film Institute), and art (LIVArts); building community trust and promoting peace through grassroots mediation (Community Justice Teams).

3. ECOSYSTEM BUILDING

The Lab works to make connections between accountability changemakers to build a collective movement for better governance. In Liberia in 2016, a core part of this was developing the iCampus: Liberia first co-working, community and innovation space. Targeting individuals and organizations working on issues related to governance and technology in Liberia, iCampus aims to connect social innovators, provide strategic networking opportunities, and create partnerships. It is also the local affiliate of the OpenGov Hub space.

LEARNING AND ADAPTIVE MANAGEMENT

The Lab relies on "theories of change" — both in terms of how its activities and outcomes operate within the change agendas of various actors, and at different levels of change. In order to work at both individual and systemic levels, analysis and ongoing iteration are necessary to test the assumptions on which these theories of change are built — the contextual factors that help or hinder pathways to change, and the enabling environment — the external conditions that shape the success of the activities on the outcomes to be achieved.

Evolving Theories of Change

The Lab has developed several theories of change over the lifetime of the organization. The team highlights the fact that the understanding of the impact of their work is evolving as the organization iterates and learns. Accountability relates to complex social and political dynamics and building it requires multiple inter-related activities. The Lab's efforts are just one part of this process.

The Lab prefers to understand a theory of change not only as a way to map out inputs, outputs and outcomes but as a way to understand in practical terms the causality between them, and to support "double loop learning" — which recognizes that the way a problem is defined and solved can be a source of the problem itself. As a result, the theory of change is not a defined diagram. Building on the work of others such as Comic Relief and DfID, the Lab positions the ToC as a living document to be amended and refined over time as learning takes place on the ground.

Source: Interviews with key Accountability Lab Staff; Accountability Lab Strategy 2017-2020

Rooted in a commitment to "doing development differently"* evaluation and research is necessary for continual organizational learning and is vital for success in complex, unpredictable social systems. Adaptive management is a tool that organizations are embracing as a way to contribute to long-term, systemic change by engaging in ongoing learning about the system. This approach requires a different set of tools, processes, staff behaviors, and organizational culture than traditional management, which is rooted in achieving a concrete set of predictable outcomes. The field of governance and accountability — with its many and oft-conflicting stakeholders, and complex power dynamics — requires such a flexible approach in order to successfully change behaviors, relationships, and incentives in a system of local actors and dynamics. The Lab's commitment to flexible project implementation, local ownership, and ongoing learning and adaptation, is a programmatic response to such complexity.

* http://bsc.cid.harvard.edu/doing-development-differently

APPROACH

In order to gather more precise and robust data on the Lab's impact in Liberia, including ways to improve, a survey was completed by diverse stakeholders and the data was triangulated with semi-structured interviews and focus group discussions. All surveys were completed anonymously, and the interviews and focus groups conducted by the consultant, who was not known to stakeholders. During interviews, the evaluator asked respondents whether they would like to remain anonymous or preferred their statements to be attributed. These efforts helped to minimize "courtesy bias" thereby improving the robustness of the findings.

SURVEY METHODOLOGY

In an effort to quantify the perspectives of different actors in Liberia who have directly engaged with Accountability Lab as funders, partners or participants of Lab-sponsored programs, or indirectly engaged through exposure to its activities, the first phase of the research consisted of survey, which was completed in December 2016. The survey was administered in both web-based and paper formats and was designed to assess perceptions about corruption and accountability, and to collect feedback about how people think the Lab is doing. A total of 153 stakeholders were surveyed.

SEMI-STRUCTURED KEY INFORMANT INTERVIEWS

Semi-structured interviews were also conducted with partners, funders and government representatives as well as the Lab's incubator participants to obtain in-depth perspectives on what the Lab is doing well and identify areas for improvement. Interviews were conducted with 40 people, including incubator participants, peer and partner organizations, government representatives and funders who were asked to provide their insights on the Lab's impact. A referral sampling method helped to identify and recruit informants that were not initially identified by the Lab's Liberia team.

LIMITATIONS

The evaluation has a number of limitations. It was difficult to achieve the desired response rates for qualitative and quantitative data. It was difficult to pin down a few stakeholder groups for interviews and was also challenging to recruit survey respondents using the web-based survey, which was sent via email. This is likely due to the relatively low reliance on email among many Liberians, combined with the fact that most web surveys at best only have a response rate of around 30%. For this reason, paper surveys were also used during Lab events. While this improved response rates, some of the people who completed the survey have limited prior exposure to the Lab, or are only familiar with specific campaigns or activities, and therefore may not have been in the best position provide a reliable assessment. As a result of these limitations, the conclusions and recommendations presented here should be considered indicative of larger trends and impacts, and not entirely representative.
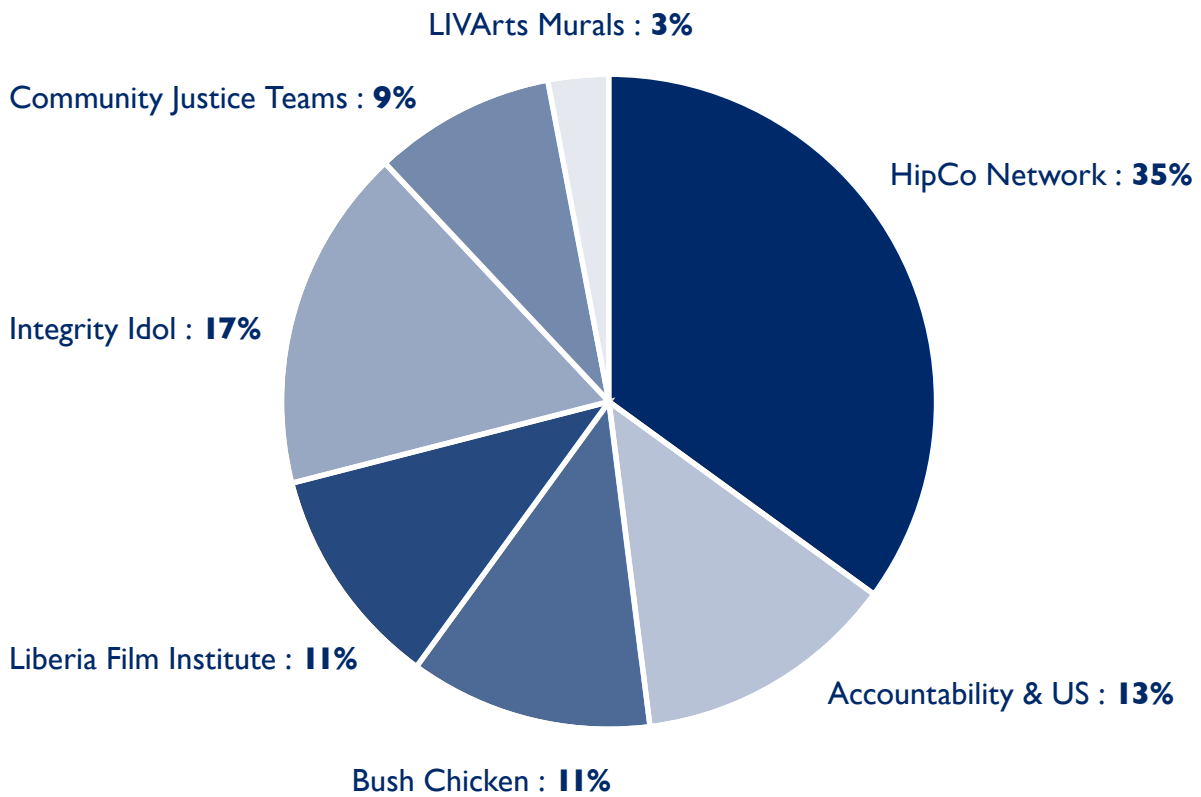
DEMOGRAPHICS

A total of 153 respondents completed the impact survey in Liberia, but four surveys were excluded from analysis due to concerns over validity, for a total of 149 surveys assessed. Given that we wanted to keep the survey as short as possible for respondents, we did not collect information about gender, age, employment or level of education. For this reason, the data presented reflects overall trends.

Respondent	Number	Percentage
Accountapreneur	8	5.5%
Participant	25	17%
Government	8	5.5%
Peer or Partner	38	27%
Citizen	67	45%

EXPOSURE TO LAB ACTIVITIES AND EVENTS

When asked about which of the Lab's activities respondents are familiar with or have engaged directly with, the majority (36%) indicate that they have heard the music of the Hip Co Accountability Network, while the fewest respondents (3%) are familiar with the accountability-related murals produced by LIVArts. Given the popularity of local music among youth in Liberia, coupled with the ability to broadcast songs to a wide audience on radio stations, this result is not surprising. The second most recognizable initiative is the Accountability & Us radio show, which is produced by popular local radio host Tetee Gebro. Very few of the Lab's partners and peer organizations are familiar with murals painted by LIVArts at various sites around Greater Monrovia. This lack of visibility suggests that additional strategies for promotion and engagement are required to increase the potential impact of these community art projects.

LIVArts Murals : **3%**

Community Justice Teams : **9%**

HipCo Network : **35%**

Integrity Idol : **17%**

Liberia Film Institute : **11%**

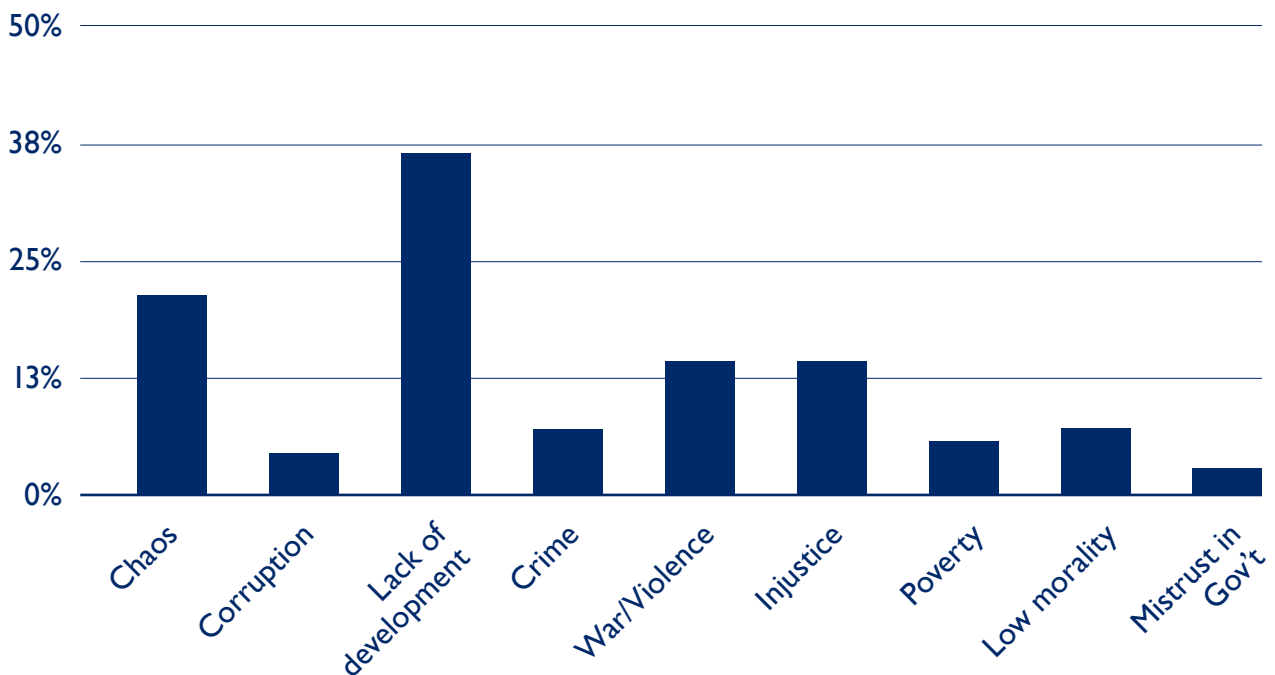Accountability & US : **13%**

Bush Chicken : **11%**

PERCEPTIONS OF ACCOUNTABILITY AND CORRUPTION

In order to assess stakeholder perceptions related to accountability and corruption in Liberia, we asked a series of open-ended questions that relate to the Lab's theory of change outlined above to understand the extent to which the work is addressing the accountability problems identified by Liberians and by other organizations working in the governance space. In addition to verifying the their approach, it also helps the Lab define additional entry points for reaching citizens and government officials, and identify additional avenues for collaboration. In order to quantify the most predominant perspectives, responses were grouped and coded according to the themes that emerged.

The first question asked: What will happen to your community if people in power abuse that power and are not held responsible? Responses varied from chaos and violence, to damaging mindsets and instituting a culture of low morality. The most common answers correlate abuses in power to poor development progress, including poverty, chaos, crime, and war or violence.

WHAT WILL HAPPEN TO YOUR COMMUNITY
### IF PEOPLE IN POWER ABUSE THAT POWER AND ARE NOT HELD RESPONSIBLE?

In order to assess what respondents feel the benefit might be of improving accountability dynamics, the second open-ended question asked: If people in power are responsible and open about how they use their power, what could change in your community? The majority of respondents indicate that improved accountability would improve development progress, followed by peace, trust in leaders, prosperity, and justice.

To gather insights on what respondents feel prevents leaders in Liberia from governing according to principles of integrity and accountability, the final perception question asked: What do you think stops power-holders in Liberia from doing what they are responsible for? Respondents gave a wide variety of answers, but the most common themes include greed, corruption, constitutional or systems-level failures, and a lack of effective judicial systems for effective prosecution.

WHAT DO YOU THINK STOPS POWER-HOLDERS IN LIBERIA FROM DOING WHAT THEY ARE RESPONSIBLE FOR?
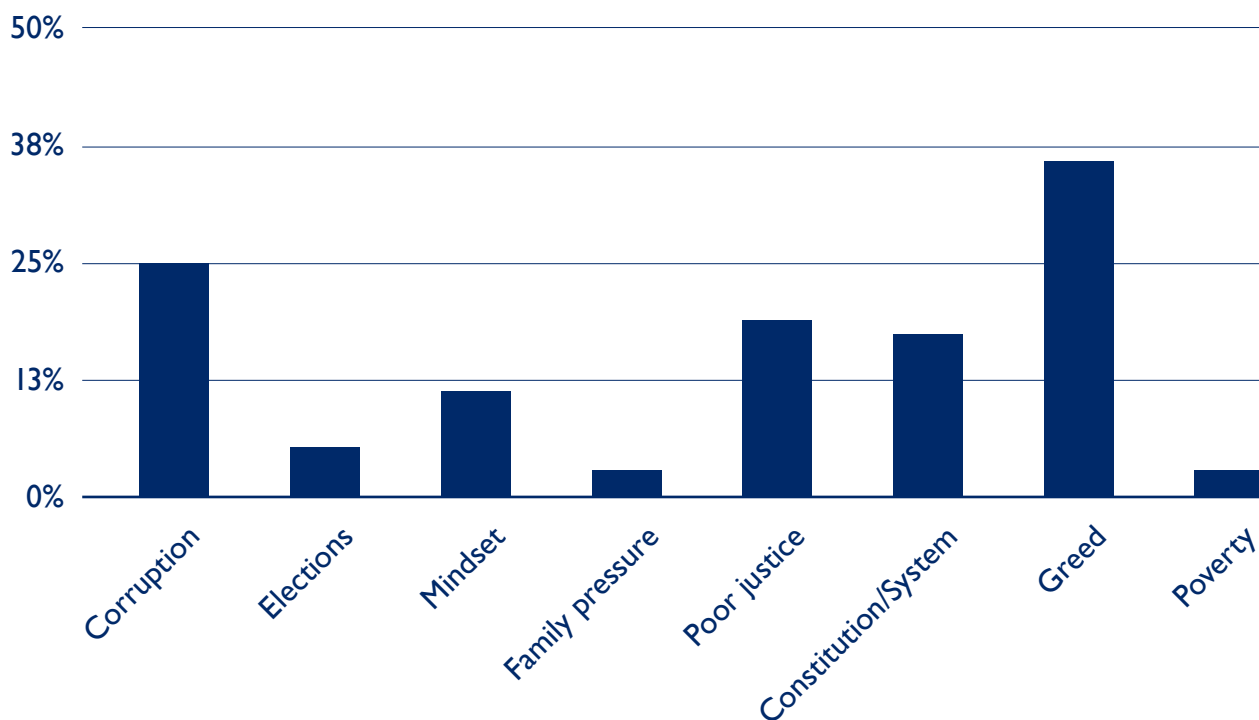
The perception assessment highlights a number of avenues for civic engagement around issues of accountability and anti-corruption, affirming many elements of the Lab's approach and pointing to additional areas of focus. For instance, many respondents highlight the importance of addressing social norms and values, and connecting efforts to build accountability to wider development and peace-building objectives. Also, the survey points to the need to expand entry points and connect the Lab's work to formal anti-corruption efforts and policy advocacy initiatives.

PERCEIVED IMPACT OF THE ACCOUNTABILITY LAB'S WORK IN LIBERIA

Respondents were asked to rate various aspects of the Accountability Lab's work in terms of how it has affected their attitudes, behaviour, or ideas about accountability and corruption in Liberia on a scale from one to five, with one indicating "not at all" and five indicating "a lot".

The first question is: To what extent has Accountability Lab helped you become more aware of accountability issues? The largest group of respondents (47%) selected "a lot", where only 4% indicated "not at all".

TO WHAT EXTENT HAS ACCOUNTABILITY LAB HELPED YOU BECOME MORE AWARE OF ACCOUNTABILITY ISSUES?

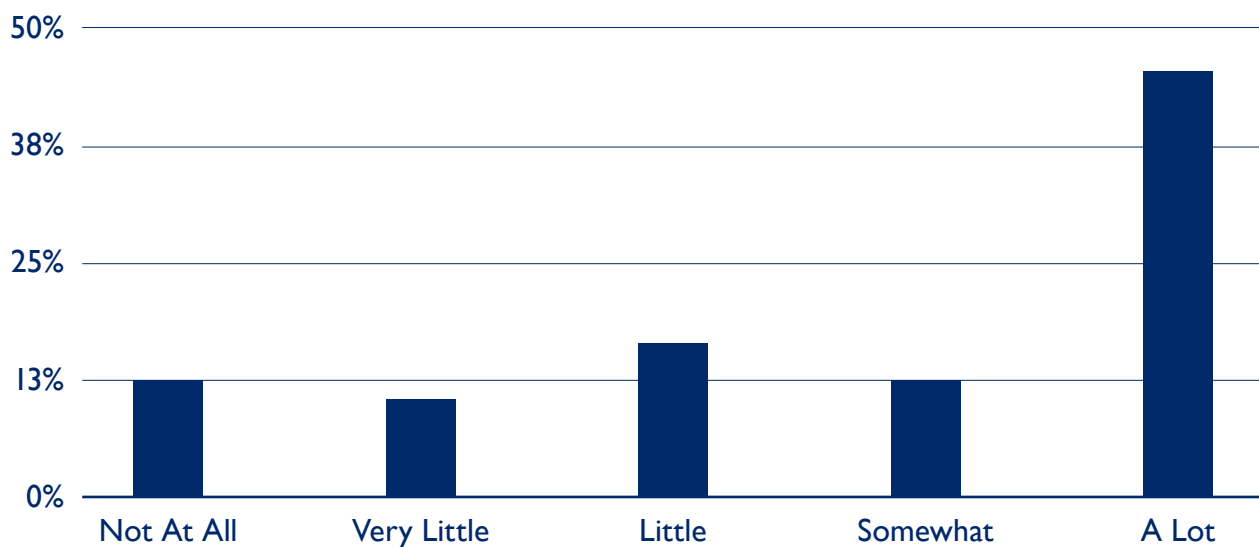| Category	Percentage
Not At All	~4%
Very Little	~11%
Little	~23%
Somewhat	~15%
A Lot	~47%
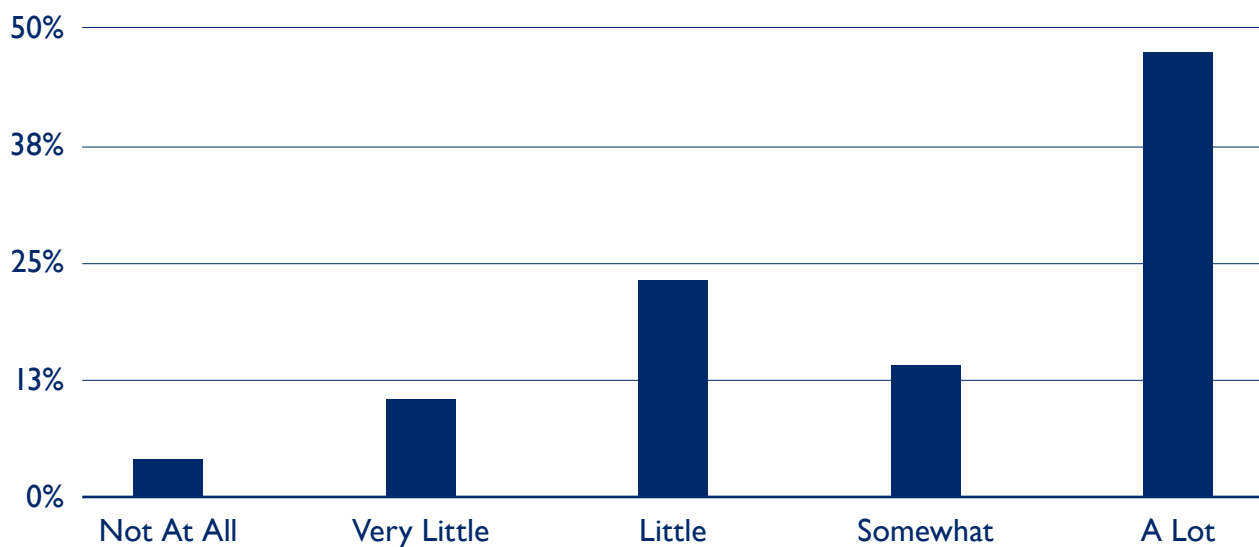
Survey participants were also asked to rate the extent to which exposure to the Accountability Lab's activities has positively influenced their behaviours. A large majority of respondents 63% selected "a lot", compared with only 17% who said "a little" or not at all. Similarly, when asked how effective the Accountability Lab is at supporting people who want to improve government and fight corruption, the majority of stakeholders (45%) once again selected "a lot".

Finally, in order to determine the extent to which the Lab's activities are effectively working towards building an ecosystem around accountability in Liberia, participants were asked: Has Accountability Lab helped you work with others in Liberia to build accountability or talk about fighting corruption? While the majority of respondents (45%) selected "a lot", the results were much more mixed than previous questions, with 24% selecting 1 or 2, and 32% selecting 3 or 4.

HAS ACCOUNTABILITY LAB HELPED YOU WORK WITH OTHERS IN LIBERIA TO BUILD ACCOUNTABILITY OR TALK ABOUT FIGHTING CORRUPTION?

Bar chart with x-axis categories: Not At All, Very Little, Little, Somewhat, A Lot. Y-axis from 0% to 50% (13%, 25%, 38%, 50%).

5 : QUALITATIVE RESULTS

To further qualify the Lab's impact in Liberia, semi-structured interviews were conducted with a number of key stakeholders, including accountaprenuers, funders, government representatives, and partners. The qualitative data collection provides additional in-depth perspectives that help to ground the survey results and to understand "how" and "why" the Lab's interventions have, or have not, contributed their intended outcomes. A number of impact-related findings emerged from the interviews, grouped according to the following themes: Awareness-raising, Citizen Mobilization, and Ecosystem Building.

RAISING AWARENESS AND BUILDING SOCIAL MOVEMENTS

Stakeholders universally agree that the Lab's activities are influencing public awareness of accountability issues — such as corruption, transparency and open government — and are shifting citizen perceptions and catalyzing grassroots movements to advocate for positive reforms as a result. In particular, Lab-supported activities implemented by the accountapreneurs are successful in reaching youth and spreading awareness of the importance of informed voting, collective action, and civic engagement. Based on the principle of "naming and faming" honest public servants, the Lab's other flagship program — Integrity Idol — is also a vehicle that has proven successful in shifting mindsets among citizens throughout Liberia around issues of responsible leadership.

Respondents assert that the Lab's emphasis on leveraging creative tactics and innovative tools is changing the conversation about accountability in Liberia by catalyzing a movement around good governance that does not criticise government officials nor create divisive narratives. Rather, its impact stems from its ability to tap into the creative potential of citizens and the overwhelming desire among them for a unified, accountable Liberia.

> *"The current system doesn't really support empowerment of young people to come up with solutions to solving the problems Liberia faces. Accountability Lab has taken a different approach by celebrating accountability and breaking down barriers to working together that exist between citizens, and between citizens and government."*
>
> *– Youth Respondent*

SUPPORTING CITIZEN PARTICIPATION IN ACCOUNTABILITY AND TRANSPARENCY

There is mixed evidence of the impact that social innovators and activists supported by the Lab are having through their enterprises. Some of the accountapreneurs' projects are far-reaching and recognizable across Liberia. For instance, the Hip Co Accountability Network is wildly popular, with citizens flocking in the thousands to attend their live performances. Others, such as Citizens' Bureau, are not widely known outside of the communities where they operate. Despite the lack of wide-scale recognition, focus group discussions with citizens in communities where Citizens' Bureau is present highlight the ultra-local and grassroots nature of its impact. In areas where people have extremely limited access to the formal justice system and low trust in the police's ability to protect them, Citizens' Bureau has proven to be transformational. Others are working to change systemic factors — like improving news quality (The Bush Chicken and Accountability & Us), or providing vulnerable youth who are at-risk of homelessness, drug abuse and prostitution a creative outlet and potential career (LFI and LIVArts).

While initiatives such as Hip Co arguably have greater reach, their impact is "thin" — raising awareness of accountability and related issues among tens of thousands of young Liberians, but not significantly altering accountability dynamics in a discernible way. Enterprises like Citizens' Bureau and LFI, on the other hand, have limited reach, but "thick" impact where their activities directly improve people's lives and transform communities. Others, such as Accountability & Us and The Bush Chicken have longer-term visions to enact change at a systems level, and therefore cannot be measured by reach or depth of impact, but rather by the integrity, vision and business savvy of the entrepreneurs themselves. That is, they are measured less on how they impact their followers and more in the quality of their content, and how it is raising the standard of news reporting in Liberia.

Accountapreneurs generally feel that the Lab's incubator program is helping them increase their reach and impact, and develop the business skills necessary to sustain and scale their enterprises. However, feedback from them indicates that the one-size-fits-all skills training that they access as part of the incubator program could be restructured to a modular approach tailored to the individual skillsets and needs of participants. While participants who have little prior access to skills training benefit from all of the components, those who have previous experience in, for instance, social media or business planning find some of the training sessions much too basic.

Participants further highlight that while the seed funding mechanism allows them to immerse themselves more deeply in growing their social enterprises, it is not sufficient for them to work full-time on their projects, and many of them take on additional employment during their incubation to support themselves and their families. Finally, some accountapreneurs have not been able to leverage significant additional financing to support and expand their efforts. This calls into question the sustainability potential of some of the initiatives supported by the Lab in the absence of grant-based funding, and highlights the need to connect these social innovators and activists more directly to potential sources of capital.

CATALYZING ACCOUNTABILITY ECOSYSTEMS

One of the demonstrated strengths of the Lab's approach is its ability to bring unlikely actors — a mural painter, an Ebola nurse, a former prostitute-turned-filmmaker, a hip-hop artist, a community justice mediator — into the accountability ecosystem. The campaign approach organically creates space for the involvement of diverse actors across different levels of influence. Through its high-profile and well-attended events, it brings these unlikely changemakers in direct contact with government officials, international NGOs and funders, and other advocates and influencers.

And there is evidence that these ecosystems are self-perpetuating and sustainable, when, for instance, a city mayor hires Leslie Lumeh* to paint a mural about corruption, the National Elections Commission solicits help from the Hip Co Network to register voters, and international NGOs hire students from the Liberia Film Institute to produce awareness videos about Ebola. With the recent opening of iCampus, the ecosystem will only continue to grow.

* Accountapreneur and founder/director of LIVArts

However, many stakeholders express doubt that the totality of Accountability Lab's activities in Liberia is always shown to be greater than the sum of its parts as yet, and encourage the Lab to engage more directly and more strategically in building networks and ecosystems, and articulating how diverse activities contribute to the overall theories of change. The team could, for example, leverage additional opportunities outside of Lab-supported events to bring social entrepreneurs, potential funders and partners, and government officials together to ensure that initial connections become long-lasting partnerships between diverse stakeholders.

> "The Lab needs to create a network of honest public servants, such as the Integrity Idol finalists, and bring them together. There should be ongoing support past the event itself to help them spread integrity in their communities and within their organizations."
>
> – Funding Agency Representative

Accountability Lab could also develop themes — e.g. accountability and the media; social activism for vulnerable youth; awareness-raising — and recruit incubator participants according to each of the themes. That way, each social activist supported by the Lab contributes to a number of larger, portfolio-level objectives and outcomes. The Lab also needs to develop a strategy for measuring the collective impact of each of its parts. This could be done, for instance, by having Incubator participants and Integrity Idols identify and assess their social impact goals and map these outcomes onto the Lab's broader theories of change.

The Accountability Lab team recognises some of the challenges to ecosystem building and has begun to direct efforts in this direction by, for instance, creating an Integrity Idol network and developing iCampus. However, given that the Lab has only been operating for five years in Liberia, many of the mechanisms and drivers of systems-level change are still emerging through the ongoing development of meaningful relationships of trust and co-creation, which often take many years of collaboration. Further, given the Lab's objective to create generational shifts in social norms and values, impacts are not always readily discernible in the short term. The Lab rests on the principle that it first takes "one step to walk a thousand miles", and that change occurs through small, incremental improvements in how people think about accountability and engage with accountability structures and ecosystems.

A number of key insights about building accountability in Liberia emerged during the course of this research.

1. Vertical integration is key:

By working at different levels — within government, civil society, and non-institutionalized social movements — the Lab's approach is building strategic linkages at different levels of power and influence to drive change. For instance, Hip Co rappers have greater influence among young Liberians than politicians. By bringing them together, they have greater collective impact than the change they effect alone within their individual spheres of influence.

2. A focus on individuals rather than projects helps build self-perpetuating coalitions across sectors:

By focusing at the level of the individual and finding and promoting positive deviants and social innovators, the Lab is supporting the establishment of coalitions across sectors as these individuals move vertically and laterally between government, civil society and social movements. This approach helps build enabling environments for accountability by supporting capacity development for accountability champions who move within and through various spheres of influence. Through their engagement with the Lab, these change agents learn to recognize and take advantage of windows of opportunity to generate collective action.

3. Shifting social norms is an important part of efforts to address corruption build accountability:

Campaigns intended to shift values and change social norms around corruption and integrity through popular culture and art is central to the Lab's work. By addressing the rationale behind behaviours that lead to endemic nepotism and corruption, the Lab is addressing an important and often overlooked component of building accountability over time.

4. Ecosystem building is essential to support the change agendas of social innovators:

One of the issues many social innovators face is how to connect their initiatives to wider social change efforts. Bringing change agents together and building partnerships across sectors helps amplify and reinforce these efforts thereby increasing their reach, impact and sustainability.

The overwhelming majority of survey respondents indicate that the Lab's approach is working, and that the organization needs to do more of what it does best — creative awareness-raising, network building, and supporting social innovators and activists who have great ideas for improving accountability. Many respondents also feel that the Lab should expand programs to other parts of Liberia. Most programs are currently concentrated in and near Monrovia due to logistical and financial constraints, but the Lab recognizes that this misses many of the people most in need of positive reforms, community action, and hope-building.

Work Directly with Government : **14%**

Call Out
Corrupt Officials : **11%**

More Awareness Raising : **40%**

Continue/
Expand Programs : **19%**

Better Advocacy/Engagement : **16%**
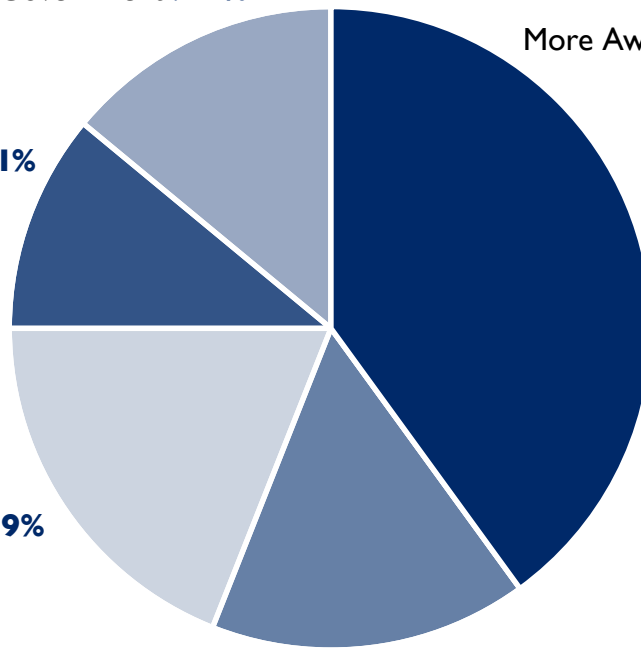
A number of key strategic recommendations emerged from the survey and interviews:

1. LINK ACTIVITIES AND OBJECTIVES TO CHANGING PERCEPTIONS OF ACCOUNTABILITY

Assessing perceptions of accountability, corruption and integrity among citizens and partners is incredibly useful for the Lab to plan programs that resonate with what people believe needs to change and how. Participants of the Lab's incubator program — people who understand the needs, opinions, desires and beliefs of their communities — can be leveraged to enhance feedback loops between the Lab and citizens. By training accountapreneurs in simple methods for collecting data about changing perceptions among citizens over time, the Lab could begin to document improvements in citizen awareness and satisfaction that occur as a result of the social innovators they support.

2. DEVELOP STRATEGIES FOR ASSESSING THE LONGER-TERM IMPACT OF ACTIVITIES ON ACCOUNTABILITY DYNAMICS

The Lab should refine its monitoring and evaluation processes to capture longitudinal changes in accountability dynamics and shifts in social norms and values. A strong theory of change combined with ongoing, lean experimentation to test the assumptions of how change occurs would allow the Lab to collate more robust outcomes data and, more importantly, provide insights for the field about the most effective methods for leveraging social innovation and catalyzing citizen-led efforts to improve governance.

3. CONTINUE TO EXPAND STRATEGIC NETWORKS

One of the Lab's greatest achievements in Liberia is its ability to facilitate unlikely accountability partnerships. iCampus and related initiatives, combined with active membership in accountability efforts such as the Open Government Partnership, are important drivers of an emerging ecosystem surrounding the Lab's initiatives. A focus on supporting individual changemakers helps ensure that windows of opportunity open in the unlikeliest of places as they move across and between sectors and organizations. The Lab should leverage digital technology to connect and expand the networking potential of supporters and incubator alumni over time. The Lab should also provide ongoing support for accountability innovators who have graduated from the Incubator program by further facilitating connections with

funders and financial service providers, providing additional skills development, and establishing ongoing opportunities for them to build relationships with government, NGOs, social advocates, funders and other alumni at community, national and international levels.

4. DEVELOP A MODULAR RATHER THAN STRUCTURED APPROACH TO INCUBATION FOR SOCIAL INNOVATORS AND ACTIVISTS

Interviews with participants in the Lab's Accountability Incubator highlight that they have diverse skillsets and assets that requires a more flexible approach to skill development. The Lab should develop a number of different learning modules that incorporate soft skills — problem-solving, communication and professional development — and technical skills — digital literacy, social media, marketing and business planning — and allow participants to assess their own competencies and self-select the skills they want to develop.

5. EXPAND THE LAB'S PROGRAMS TO LIBERIA'S COUNTIES BY DEVELOPING HUBS OR NODES TO REACH A GREATER NUMBER OF CITIZENS

The research highlights that the Lab's reach and impact are concentrated in the country's capital, with respondents stressing the need to expand activities to more of Liberia's counties. In 2016, the Integrity Idol campaign was more successful in receiving nominations across Liberia than in previous years, but many of the engagement activities are not recognizable outside of Monrovia. Expansion efforts could be facilitated through the creation of county-level hubs that engage changemakers and district-level government officials in developing community-level accountability campaigns. The Lab could also consider establishing county-level accountability incubators where young leaders from Monrovia undertake short-term placements in county-level civil society groups and community-based organizations to conduct training sessions and co-develop campaigns.

8 : CONCLUSIONS

This research and learning report highlights that Accountability Lab's contribution to improved governance dynamics in Liberia is catalytic — by focusing on individual change agents and strategic partnerships, the Lab's approach holds potential to help catalyze new enabling environments for accountability over time.

> *"There is one step to a thousand miles, so it's not about everyone being corrupt. It's about who's standing in the gap to make sure that this is being corrected. We can be examples for others to follow tomorrow, and our country will get better."*
>
> *– Tetee Gebro, Accountapreneur and Journalist*

However, these change agents and partnerships exist in political and institutional frameworks — the nature of the economy, non-Lab networks and alliances, the opening and closing of civic spaces — that influence their success and sustainability. Conducting further research about what happens to accountapreneurs and integrity idols after their engagement with the Lab, and mapping shifting accountability networks over time, will help the Lab better understand and articulate its contribution story. The Lab team is aware that improving accountability is a long, slow process of building trust, establishing relationships and gaining access to previously closed institutional spaces, and its activities in Liberia are already having significant impacts in each of these domains.

ACKNOWLEDGEMENTS

ABOUT MAKING ALL VOICES COUNT

Making All Voices Count is a programme working towards a world in which open, effective and participatory governance is the norm and not the exception. It focuses global attention on creative and cutting-edge solutions to transform the relationship between citizens and their governments. The programme is inspired by and supports the goals of the Open Government Partnership.

Making All Voices Count is supported by the UK Department for International Development (DFID), the US Agency for International Development (USAID), the Swedish International Development Cooperation Agency (SIDA) and the Omidyar Network, and is implemented by a consortium consisting of Hivos, IDS and Ushahidi.

Disclaimer: This document has been produced with the financial support of the Omidyar Network, SIDA, UK aid from the UK Government, and USAID. The views expressed in this publication do not necessarily reflect the official policies of our funders.

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