Annual Report for April 2014 - March 2015

Introduction

1. The year to March 2015 has been an eventful one for Global Integrity. Having led the organization since it was established ten years ago and masterminded the launch of the new and improved OpenGov Hub in April 2014, Nathaniel Heller stepped down as Executive Director in December 2014. Alan Hudson took over this role in January 2015 after an open and competitive selection process, with a clear mandate from the Board to review the organization's strategy and ensure that the resources, structures and systems that are needed to effectively implement the strategy are in place.

2. This note provides a summary of the various things that Global Integrity has done over the last 12 months, as regards research, policy and advocacy, and Indaba - the software developed by Global Integrity and Open Concept Systems (the developers) to help organizations manage complex research processes. The final section provides an outline of the state of play with the strategy review.

Research

3. Comparative indicator-based research about governance and mechanisms intended to prevent and address corruption has been at the heart of what Global Integrity does. In 2014, the research team - led by Hazel Feigenblatt - has been involved in a number of indicator-based projects. The general structure of these projects is that the core Global Integrity team conceptualizes and manages them, with country-based researchers responsible for collecting data which is then rigorously reviewed and subjected to tight quality control. Over the last year these projects have included:

    ●   **Africa Integrity Indicators** - This project assesses 54 African countries against 110 indicators - 60 of which are focused on anti-corruption mechanisms. The data feeds into the Ibrahim Index of African Governance. The project is funded for five years by the Mo Ibrahim Foundation. The third cycle of the assessment commenced in June 2014, with publication of the resulting data planned for May 2015.

    ●   **Money, Politics and Transparency** - This project - a collaboration between Global Integrity, the Sunlight Foundation and the Electoral Integrity Project - is a ground-breaking initiative to review and assess the laws that 54 countries have in place to regulate campaign finance and and on that basis to contribute to emerging

discussions about the development of global norms on campaign finance. The project has been funded by the Hewlett Foundation and the Open Society Foundations.

- **State Integrity Investigation** - This project - a collaboration with the Center for Public Integrity - reviews the transparency, accountability and anti-corruption mechanisms in place across 50 US states and their implementation.. Last year saw the launch of the second round of this initiative, with plans for publication of the data in the Fall of 2015. The project has been funded by the Omidyar Network, the Rita Allen Foundation and the McCormick Foundation.

- **Global Integrity Report** - This has been Global Integrity's flagship project since the organization started. In preparation to update and relaunch the indicators, in the last few months we have been conducting extensive consultations on issues such as country coverage, issues assessed and dissemination formats. We plan to pilot the revised Global Integrity Report in a small number of countries, towards the end of 2015.

4. In addition to these indicator-based projects, 2014-15 has seen Global Integrity involved in a number of other research-based initiatives.

- **Follow the Money, Mexico** - We are working closely with the Mexican Institute for Competitiveness (IMCO) and the Federal Institute for Access to Information (IFAI) to develop and pilot a methodology to map the landscape of fiscal governance and assess the ability of citizens within particular states to "follow the money" - to track the use of public resources. As part of this we are supporting an IFAI-led process in which 12 Mexican States will develop local open government action plans, each of which will include a "follow the money" commitment. This project is funded by the Omidyar Network and runs through December 2015, with the Mexico OGP Summit in October an important opportunity for sharing findings and disseminating lessons.

- **Opening Government?** - We are leading a piece of research which aims to understand how open government reformers are making use of the platform provided by the Open Government Partnership to drive progress towards open government. This project involves working closely with research teams in Albania, Costa Rica, Mexico, the Philippines and Tanzania, as well as the funder - the Transparency and Accountability Initiative - and is due to conclude in May 2016. (Blogpost by the Transparency & Accountability Initiative, here).

- **Governance Data Alliance** - Under Nathaniel's leadership, in April 2014 we kicked off a discussion about working collaboratively with other organizations involved in the production and use of data about various aspects of governance, in order to improve

the data that is available and to strengthen the links between producers and users. The management of this initiative has moved to Results for Development with Nathaniel, but we look forward to continued involvement.

Policy and Advocacy

5. Alan Hudson joined Global Integrity as Managing Director for Policy and Advocacy in April 2014. This appointment was intended to provide additional support for the organization's advocacy and policy engagement. Over the last 12 months the organization has made its voice heard on a number of issues, particularly through the participation of Nathaniel, Alan and Hazel in key meetings, through engagement with advocacy communities and networks and through blogging. We have also played a key role in strengthening the work of the Follow the Money Network which Alan established more than 3 years ago (Living Notes, here), and which brings together many of the leading organizations working on transparency and accountability for the use of public resources.

6. The issues that we have engaged on include the following:

● **Open Government**: Encouraging people to make use of the data generated by the Independent Reporting Mechanism (Blogpost), and making the case for the open government agenda to engage with tricky issues including privacy, surveillance and shrinking civic space (Blogpost). Participating in OGP Regional Meetings in Ireland and Costa Rica, where Hazel led one of the plenary sessions. In addition, Hazel was recently selected a member of the International Experts Panel of the IRM.

● **"Doing Development Differently"**: Contributing to discussions about an approach to supporting development that is focused on iteration, learning and adaptation to address specific problems, and making connections between this agenda and the open governance agenda (Blogpost). Participation in inaugural meeting of "Doing Development Differently" group, in Cambridge MA.

● **Measuring integrity:** Drawing on Global Integrity's experience and expertise in measuring governance and integrity, Hazel Feigenblatt has actively participated in a number of events in this area, including: a workshop convened by the Global Governance Programme at the European University Institute; a workshop organized by UNDP in Seoul to engage with Asian government officials; and an event in Sydney focused on governance and integrity at the G20. Scott Rumpsa, also on our research team, participated in the OECD Forum on Financing Democracy and Averting Policy Capture to discuss political finance regulation and enforcement, and provided feedback on the OECD's working document.

● **Post-2015 and governance**: Making the case for a careful approach to including governance-related issues in the post-2015 development framework, with a strong

emphasis on thinking through whether and how the data generated might actually be used (Blogposts: [here](#), [here](#), [here](#) and [here](#)). Participation in DFID and World Bank events (Speaking notes [here](#) and [here](#)).

- **Open Data Revolutions**: Making the case for Open Data, for instance at the G20 ([Blogpost](#)) and arguing that the data revolution needs to take account of issues around privacy ([Blogpost](#)).

Indaba

7. In 2009 Global Integrity began work on an ambitious internet based software-as-a-service product that would provide efficient, cost effective information gathering services for Global Integrity and other client NGO's. [Indaba](#) - the software and associated services - is the product. Since then, Indaba has helped many clients and partners manage their research, reduce their technology costs and their need to develop and maintain their own unique data collection and project management tools. Unfortunately, the service was unable to garner enough clients, paying high enough prices, to be financially sustainable.

8. After an intensive effort in 2014 to find a sustainable way forward for Indaba, the Board decided in December 2014 that Global Integrity would not be able to subsidize the operational costs of the service beyond the middle of 2015. As of July 2015, Global Integrity's investment in Indaba will come to an end. In the months since the Board's decision, we have been actively exploring whether Indaba might be hosted and supported by another organization, while also helping our clients - a number of whom are key partners in the transparency space - to prepare for a possible shut-down.

9. As of now (late April 2015), there is still a chance that Indaba may continue in some form. Whether or not this happens depends primarily on whether the organizations that wish to continue making use of Indaba are able to cover its costs. We are currently helping our active Indaba clients negotiate directly with our original software developers to contract continued Indaba maintenance and services beyond the end of June.

10. Discontinuing our investment in Indaba was the right decision. But implementing the decision in a way that looks after our clients, Global Integrity's reputation, and our financial well-being, has been a considerable challenge. With Lyle Turner leading our efforts in this sphere, we have been and remain determined to balance these various interests appropriately, and to help our clients deal with the consequences of our decision.

Strategy and Next Steps

11. The first few months of 2015 have been particularly busy. As well as dealing with Indaba and maintaining the pace and quality of our research projects, we have been working hard to review and refresh our strategy, to strengthen our internal management processes and

systems, and to progress conversations with funders and potential funders about financial support.

12. The process of strategy development is going very well. The plan is to build on our core competence - an innovative, systematic, rigorous and bottom-up approach to generating high-quality data about about governance - to develop an integrated approach to supporting and facilitating country-level learning by country-level actors about how they might drive progress towards more open governance.

13. The integrated approach will include three elements:

   ● Cross-country research, including governance assessments, to generate data that will inform and stimulate reflection, learning and discussions about policy options at country-level;

   ● Working with partners at country-level to facilitate learning processes that are designed with a view to changing the political dynamics;

   ● Working with partners to feed the findings from our cross-country research and in-country engagement into policy processes at national, regional and international levels.

14. In terms of issues, we will focus on a small number of issues that are key to open governance, and where we believe that Global Integrity can add real value. These might include fiscal governance, (perhaps in relation to specific sectors such as health and education), money in politics and open contracting (Blog-post here; short note on strategy here).

15. The strategy process has benefited from generous feedback from many of the leading thinkers and practitioners in and beyond the open governance space. Wider consultation is now underway, with a particular focus on eliciting feedback from developing countries. Once the strategy is finalized and approved by the Board (timeline, end-June) our focus will be on ensuring that we have the financial resources, partnerships, structures and staff that we need to implement the strategy effectively.

16. In six months' time we will have an excellent strategy in place, will have begun to secure sustainable long-term funding, and will be firmly on track to lead the way in putting learning at the center of the open governance agenda.

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Alan Hudson
Executive Director, Global Integrity
23rd April 2015