GLOBAL INTEGRITY

Data, Learning & Action for Open Governance

what we did,
what difference it made,
and what we learned

Annual Report

2017

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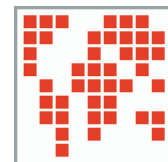
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Open Gov Hub

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About Global Integrity

We are a small organization with a huge ambition: to shape thinking, policy and practice on governance and development, so that locally-led innovation, learning, and adaptation, is center-stage. We do this by: supporting the efforts of partners in particular countries to put learning and adaptation at the center of their work, in order to maximize impact; and, through engagement with global actors, in Washington and beyond. What we bring to the table is our expertise on governance, data and learning, our thought leadership and innovative practice on adaptive development, and our outstanding connections in the governance and development community.

We work in and across countries all over the world, on three interrelated themes which are key elements of the open governance agenda: integrity and anti-corruption; multi-stakeholder governance initiatives; and, open fiscal governance. We do this from our base at the Open Gov Hub, a dynamic space for collaborative learning and action, established and managed by Global Integrity and Development Gateway, at the heart of Washington D.C.

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1. Foreword

2017 was a challenging year for champions of open governance, including for those of us enduring at close quarters the democratic reversals and increasingly closed governance of a Trump-led US administration.

Political transitions and turbulence around the world have posed challenges to the open governance agenda, including in several of the founding members of the Open Government Partnership. There have also been, not unrelatedly, growing questions about whether and how open governance can help to address poverty, inequality and social marginalization, and the day-to-day problems that people face as a result. And, more parochially, the challenge of working out whether and how organizations such as ours - working on global development issues, from a base in the US - can most effectively support progress towards more open governance in far away places, remains.
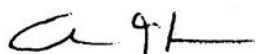
In 2017, Global Integrity stepped up to meet each of these challenges head on, both through our work in particular countries and through our global advocacy.

We've been thrilled to launch "[Defending Democracy: Lessons from around the world](#)", a collaboration with colleagues at the Sunlight Foundation and Transparency International, based out of the Open Gov Hub. This program provides a space for cross-border learning about defending democracy, in order to strengthen and support the efforts of those of us who are resisting the rolling back of democratic norms in the US and beyond.

We've challenged and sharpened thinking around the [value of open governance](#), encouraging greater attention to the [use of data](#), addressing issues around [power and learning](#), informing the evolution of approaches to [assessing governance](#) and tackling corruption, and - through our engagement with Professor Yuen Yuen Ang and her paradigm-changing analysis of "[how China escaped the poverty trap](#)" - encouraging exploration of how learning and adaptation can take place in environments that are not so open.
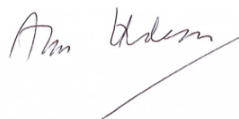
And, we've demonstrated that a small organization, working on global issues, can add value to the work of reformers around the world as they try, learn and adapt their way towards effective solutions to complex and fundamentally political development problems. Our groundbreaking work with [Making All Voices Count](#) grantees in Kenya, Tanzania, South Africa, Indonesia and the Philippines is one example of how we've demonstrated our value. Our field-leading work on understanding and improving the [fiscal data landscape in Mexico](#) is another.

As we get into 2018, challenges remain on all three fronts. But what we've learned over the course of 2017, combined with our ever-stronger culture and practice of learning, and the creative collaborations we're part of - with colleagues at the Open Gov Hub and across the countries where we work - put us in a strong position to support progress towards more open and effective governance here in the US, and around the world. And if you're keen to partner, or simply have questions or feedback about our work, please do drop our Executive Director a line at alan.hudson@globalintegrity.org

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Andrew Hoppin, Chair of the Board   Alan Hudson, Executive Director

2. Our Approach

Global Integrity's work to promote more open and effective governance is based on our understanding of governance and development, our thinking about how change happens, and our analysis of how we can best contribute to that change.

Our take - informed by a growing body of evidence and theory - is that governance and development are fundamentally political and complex issues, and that cookie-cutter solutions, designed by external actors, seldom work.

Effective solutions emerge instead, as local reformers address the challenges they face through a process of trial and error, or, a little more formally, through problem-focused - and ideally data-driven - cycles of trying, learning and adapting.

Our work focuses on facilitating these cycles of learning and doing, in order to support local reformers' efforts to craft politically-savvy, effective and sustainable solutions to the complex challenges they face.

We do this in three ways.

- **Data:** In our work in particular countries, we help our partners - from civil society and government - to access, generate, and analyze data on specific problems, and the effectiveness of efforts to address those problems. This includes data and insights about similar challenges and how they have been addressed in other countries. Our Africa Integrity Indicators work and our Treasure Hunts methodology for understanding and improving the landscape of fiscal data fall into this category.

- **Strategy and learning:** We support - again in our work in particular countries - our partners' efforts to make learning and adaptation more central to their ways of working, in order to be more effective. We help our partners to: use data to analyze the problems they are working on; to develop and implement strategies to address those problems, including the political dynamics and incentives around those problems; to monitor and learn about their effectiveness over time; and, informed by the data they collect, to course correct, adapting their approach in the light of new evidence. An additional dimension of support that we offer is peer learning across different contexts and countries. Our groundbreaking work on Learning to Make All Voices Count is our best example this sort of approach.

- **Global advocacy:** We bring to bear the evidence and insights that emerge from our country level work, and that of the increasing number of organizations experimenting with learning-centered and adaptive approaches to development, in global advocacy. Taking advantage of our location in Washington DC, at the Open Gov Hub, we encourage and support the efforts of external actors such as the World Bank and USAID to work in ways that create and maintain the space for the locally-led innovation, learning and adaptation that is needed for sustainable development.

Our hypothesis is that, in carrying out this work across our four program areas - Integrity & Anti-Corruption, Multi-Stakeholder Governance Initiatives, Open Fiscal Governance, and the Open Gov

Hub - we can strengthen the capacity of local actors, individually and collectively, to craft solutions to the challenges they face, and to better address complex and fundamentally political governance challenges, now and in future.

Our strategy is, as it should be, a hypothesis. We are constantly testing our assumptions, generating and reflecting on data on our own effectiveness, and adapting in order to do better. Our theory of change, presented below, summarizes our guiding hypothesis, providing an ever-evolving framework for what we do and how we learn. For more on how we've put this into practice in 2017, what we've learned, and what that means going forward, read on!

Activities

Intermediate Outcomes

Outcomes

Impact

Global Integrity

- Data

- Strategy & Learning

- Global Advocacy

In-Country Actors

Adapt

Try

Learn

Evidence & Insights

Policy & Practice

Evidence & Insights

External Actors

eg.
- USAID
- World Bank
- Open Government Partnership

Evidence & Insights

Evidence & Insights

In-Country Actors have improved capacity to solve complex, political challenges

Solutions to governance-related challenges

3. Our Programs

We're continuing the organizational evolution that we began in 2015, from an organization known primarily for our high quality research, to being known as the lead innovator in putting adaptive learning - and the partnering with in-country reformers that that entails - at the center of the open governance agenda. Throughout 2017, and in our plans for 2018, we further our commitment to demonstrating such methods, and to sharing lessons learned widely and advocating for more adaptive programming from the entire sector.

We support the work of in-country reformers, sometimes directly through our own research and on-the-ground programming, and also through our influence on a wider network of international organizations working on related missions. Our efforts rely on our core service strands - all of which inform our data, strategy, learning, and global advocacy. In 2017, our programmatic work covered 61 countries.

Where we work

Every year, we conduct work in dozens of countries around the world. The map below shows the 61 countries our programmatic work focused on in 2017. The darker the color, the more initiatives we undertook.
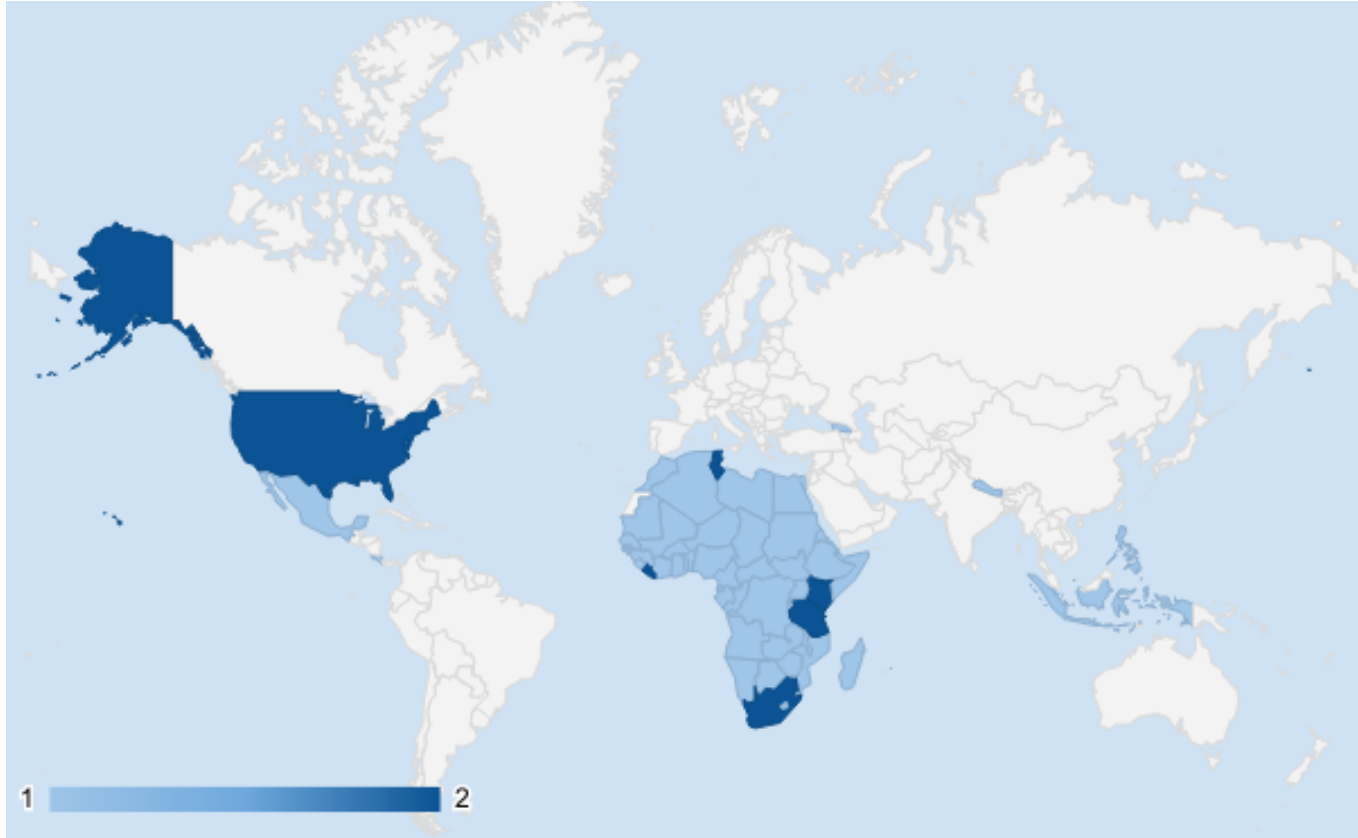
Below, find detail on what we've been working on, what we're learning, and what we're planning for 2018.

3.1 Integrity and Anti-Corruption (IAC)

About this program

Our work in this program area aims to strengthen the efforts of domestic and international actors working to craft solutions to governance and corruption-related challenges. We work with our partners to improve the quality, use and impact of governance data and help them to develop and apply innovative approaches to engage with complexity and power.

In 2017, we pursued these goals by producing a new round of our Africa Integrity Indicators, working with Transparency International chapters in Tunisia and Georgia to explore how citizens decide to act against corruption, contributing to workshops focused on 'Doing Anti-Corruption Differently,' and engaging with various external actors, including the Millenium Challenge Corporation, the World Bank, and others, with respect to the use and usefulness of governance indicators.

What we did, and achieved, in 2017

Upon completing the 2017 Africa Integrity Indicators, we offered governments and NGOs in Africa the opportunity to review and comment on the draft data. The governments of Egypt, Togo and Mauritania sought to understand and supplement the data and thereby improve the quality of the final dataset. We published our findings as easy to use infographics.

We also contributed a chapter to the Palgrave Handbook of Indicators in Global Governance, in which we explore the evolution of Global Integrity's approach to governance indicators. We discuss the importance of ensuring that governance data is useful to domestic actors and consider the implications of prioritizing indicators about governance functions over those that focus on form. We are glad to see an uptick in the discussions around this important conceptual frontier, including at major institutions such as the World Bank.

The outputs of our work with Transparency International - coming in the first quarter of 2018 - will help anti-corruption practitioners and funders better understand how they can contribute more effectively to fostering citizen action against corruption around the world.

We also worked with Professor Paul Heywood and the British Academy to organize a series of workshops that brought together academics, practitioners and policy-makers across a range of countries and institutions to think through how they might more effectively analyze and address the varied causes, manifestations, effects, and consequences of corruption.
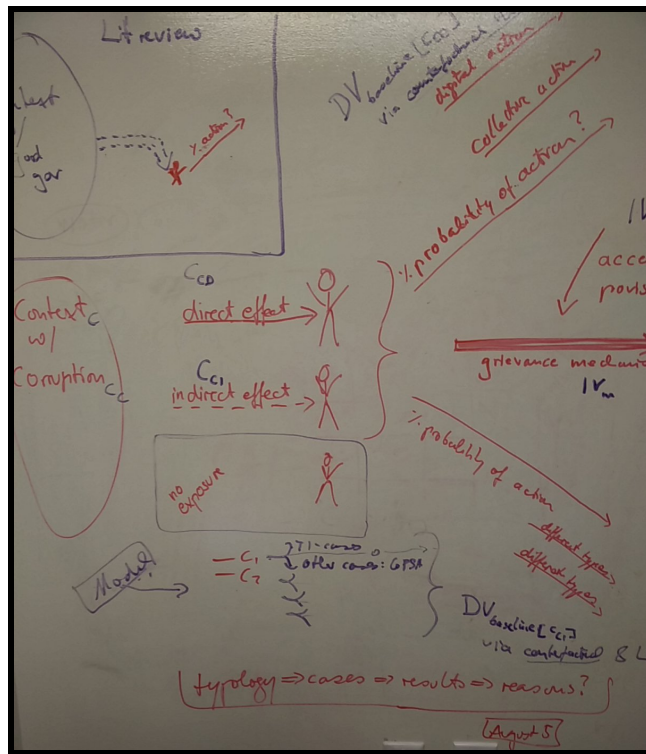
How citizens act against corruption - early thinking

What we learned in 2017

The 2017 round of Africa Integrity Indicators - despite the engagement from Egypt, Togo, and Mauritania - generated less uptake and country-level interest than in 2016. This indicates to us that, though we put a good amount of effort into country outreach, our research - like many assessments - needs to better address the priorities of country level actors if it is to play a useful role in supporting meaningful reform. More on this to come in 2018!

3.2 Multi-stakeholder Governance Initiatives (MSGIs)

About this program

Our work in this area aims to sharpen the impact and effectiveness of MSGIs, primarily by supporting their efforts to put learning center-stage, and by helping country-level partners leverage MSGIs in particular places to tackle governance challenges in their contexts.

In 2017, we pursued these goals in various ways, including through supporting partners in Costa Rica in strengthening local multistakeholder OGP processes, engaging with members of the Global Initiative for Fiscal Transparency, and supporting the efforts of CSOs in Kenya, Tanzania, South Africa, Indonesia, and the Philippines to strengthen citizen engagement in sub-national governance processes, and OGP, in their contexts.

What we did, and achieved, in 2017

In Costa Rica, we helped our partners at Costa Rica Integra leverage the evidence we'd gathered, to encourage, and achieve, more effective, balanced collaboration between civil society and government on the Costa Rica OGP multistakeholder forum.

In Tanzania, we facilitated community-level improvements in the accountability and inclusiveness of local governance councils; in Indonesia, we helped our partners at Prakarsa learn and adapt their way towards overcoming thorny political challenges, and successfully advocating for evidence-based policy making; in the Philippines, we worked with local civil society organizations to deepen participatory budgeting processes, even in a challenging national context; and in Kenya, we supported efforts to implement national OGP commitments at community level.

And across these countries, we developed and applied a participatory, learning-centered, and adaptive, project management methodology. This methodology combined comparative, cross-country peer learning with robust bilateral engagement to improve the capacity of civil society organizations working at country level, and generate evidence on how external actors - MSGIs, donors, and others - can support local change agents more effectively. For more on the project, check out this summary brief, and/or visit our Youtube page. Our website has even more info, including a brief on how to support effective learning and adaptation at country level, a full synthesis paper, and case stories produced by our partners.

Our country partners for the Learning to Make All Voices Count project

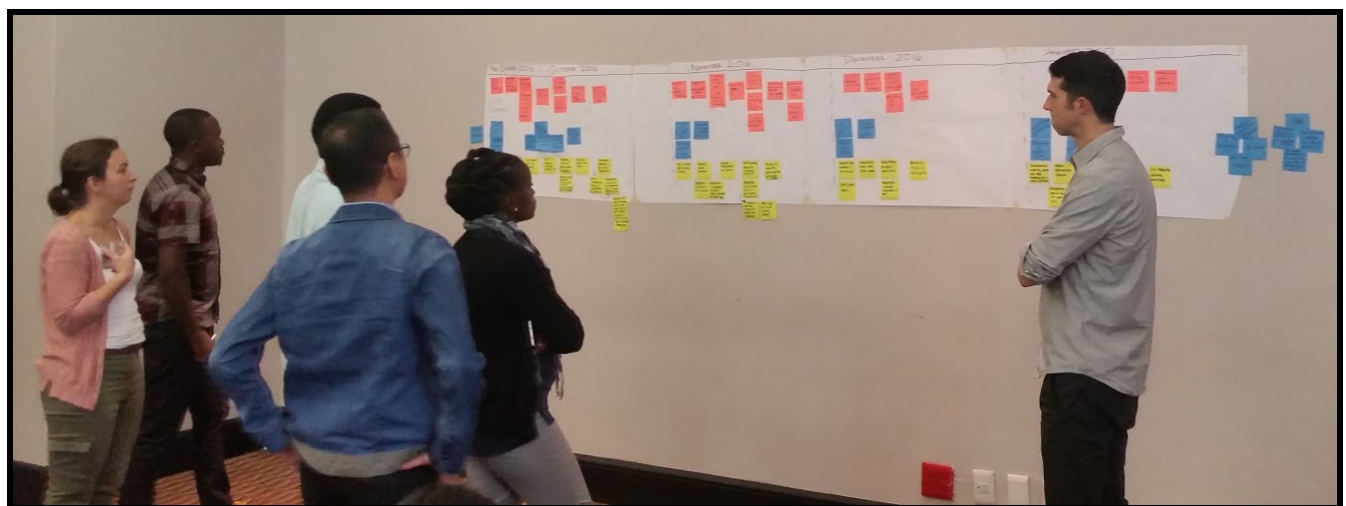**Kenya**

Tanzania

South Africa

Indonesia

The Philippines

The Philippines

Michael Moses, Director of Programs and Learning, and some of our partners from the Learning to Make All Voices Count project are workshopping timelines.

What we learned in 2017

Our work in 2017 demonstrated the importance of paying attention to the interpersonal relationships and incentives that our partners - at country level and in MSGIs, INGOs, and donors - confront in the complex systems in which they work, and pursue reform. To maximize our influence and impact, we need to do a better job of understanding those political dynamics, and of providing support that helps our partners engage with and shape them. Only having done that can we effectively contribute to, and support, meaningful systems change.

We also learned that some of our communications products, and the way in which we release those products, isn't quite getting to the actors who might find those products most useful. This is most clear in the uptake from our Learning to Make All Voices Count project - there's been a good deal of response and engagement by external actors and international governance organizations, but far less engagement by CSOs working in particular countries. We need to do better at understanding the challenges they're facing and designing activities or outputs that might help.

3.3 Open Fiscal Governance (OFG)

About this program

Our work on open fiscal governance aims to sharpen the impact and effectiveness of pro-reform actors pursuing more open fiscal governance. We do this by: supporting in-country partners in their efforts to access and use fiscal data to address problems in their contexts; working with global partners to develop policies and standards that encourage data use, learning, and adaptation at the country level; and facilitating collaboration between in-country reformers and global actors.

In 2017, we pursued these goals in various ways. First, by working with partners in Mexico to support reformers from government and civil society at the subnational level in their efforts to strengthen citizen participation and accountability as regards the use of public resources. And second, through promoting dialogue among global and in country reformers – including the Open Contracting community, and members of the Follow the Money network – on how to bridge the gap between improving the availability of data and strengthening the use of that data to solve problems that citizens care about.
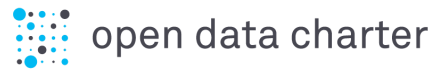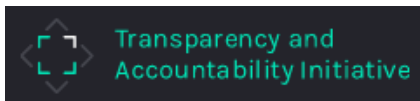
Our in-country partners for Follow the Money Mexico 2.0

What we did, and achieved, in 2017

In Mexico, we've helped INAI - the national access to information institute - and GESOC - a CSO leading the way on transparency and accountability issues across Mexico - promote and support subnational efforts to use data on public resources to address local challenges – like gaps in the delivery of infrastructure at the municipal level. We've built relationships with local stakeholders in government and civil society in six states, and worked with them to better understand the challenges they face. We're currently preparing citizen-led assessments of existing policies and data around specific problems – using our Treasure Hunt method – to inform the design and implementation of local initiatives in each state.

We've also promoted dialogue on the use of fiscal data to address problems that matter to citizens. We've done this in various ways, including: facilitating a workshop with the Open Contracting Partnership around experiences about opening, linking, and using open data to follow the money; leading a panel discussing challenges on promoting open government at the subnational level; and hosting, in collaboration with the Transparency and Accountability Initiative, The Open Data Charter, and the Latin American Open Data Initiative, a workshop conversation on challenges and lessons around data, use and accountability.

All of these efforts have provided a useful space for reflection about how different approaches to supporting the use of data are playing out in practice, and how the open data community might more effectively leverage these approaches to address different problems. This is an important step towards increasing the impact and effectiveness of organizations working to increase the availability and support the use of data.

Jorge Florez, Research Manager, and state level partners gather for a meeting on the "Follow the Money Mexico 2.0" project

What we learned in 2017

Our work in five Mexican states, in which we're supporting efforts to open and use fiscal data to address local challenges, is enabling us to explore how the incentives of different local stakeholders, and the ways in which they work, need to be taken in consideration when opening and promoting the use of fiscal data. With this in mind, we are paying greater attention to local stakeholders' work and interests, in order to help them find meaningful ways of engaging with the project, and finding value in ongoing local dialogues around subnational open government.

Additionally, a key initial assumption in this project in Mexico was that subnational spaces for open government would continue functioning well – as they worked in previous years. This has been the case in some states, but in others local political dynamics – like elections and changes in key government representatives – have affected the pace of conversations. This has taught us that, in order to strengthen existing local space for reform, we need to strengthen the role of existing actors, and explore complementary entry points for promoting local dialogue, and bring in new contributors as well.

These actions are bearing fruit and we have seen encouraging movement in local conversations, We will keep making use of our project's monitoring, evaluation, and learning plan to uncover insights about these dynamics and use them to adapt our strategies as we move forward so we are able to better support their work.

3.4 Open Gov Hub (OGH)

About this program

Through our leadership of the Open Gov Hub, which we co-founded in 2012 and manage in partnership with Development Gateway, we aim to increase the impact of the global open governance movement by facilitating learning, innovation, and collaboration among organizations in this field. The Open Gov Hub brings together over 40 like-minded organizations (and over 200 individuals) to share resources and work together in a variety of ways (in addition to hosting an average of 1,000 visitors/month).

What we did, and achieved, in 2017

2017 was an exciting year for the Open Gov Hub. We implemented our first-ever strategy (published summer 2016), including through our "2017 Collaboration Toolkit -" a menu of 25 different high-priority activities, collaboratively developed and led by a dozen of our individual leaders from within our community (to practice what we preach!). These efforts helped us make progress towards maximizing our community's shared impact. We doubled our activity in 2017 compared to 2016 (hitting a record number of 150 activities/events in 2017, or 3 per week), while prioritizing activities that align with our Hub strategic objectives and themes, and our members' interests and needs.

Our programmatic growth facilitated a real culture shift in our community, which became far more open, connected and organically collaborative in 2017 (see the Hub Director's talk here). We saw new connections being made between organizations almost daily, especially during the second half of 2017. Anecdotal evidence supports this observation, as do our member survey results, which show a significant uptick in collaboration, including a 30 percentage point increase in knowledge of others' work and collective identity, and significant increase in frequency and reported outcomes of collaborations.

Just a few examples of collaboration outcomes include:

- one organization giving media training for another, helping that group successfully launch their flagship report and secure media coverage for it in the Washington Post, NPR and other outlets;
- and one organization temporarily "borrowing" a staff member from another organization (from Global Integrity) to help them successfully spin off from their fiscal sponsor and become an independently operating entity, along with numerous other staff referrals.

Finally, we also shepherded the development of four joint funding proposals involving a total of 10 different organizations. This resulted in the launch of our exciting new collaborative program, Defending Democracy, in which we're working with the Sunlight Foundation and Transparency

International to link international and US efforts to defend and strengthen democratic norms and practices.
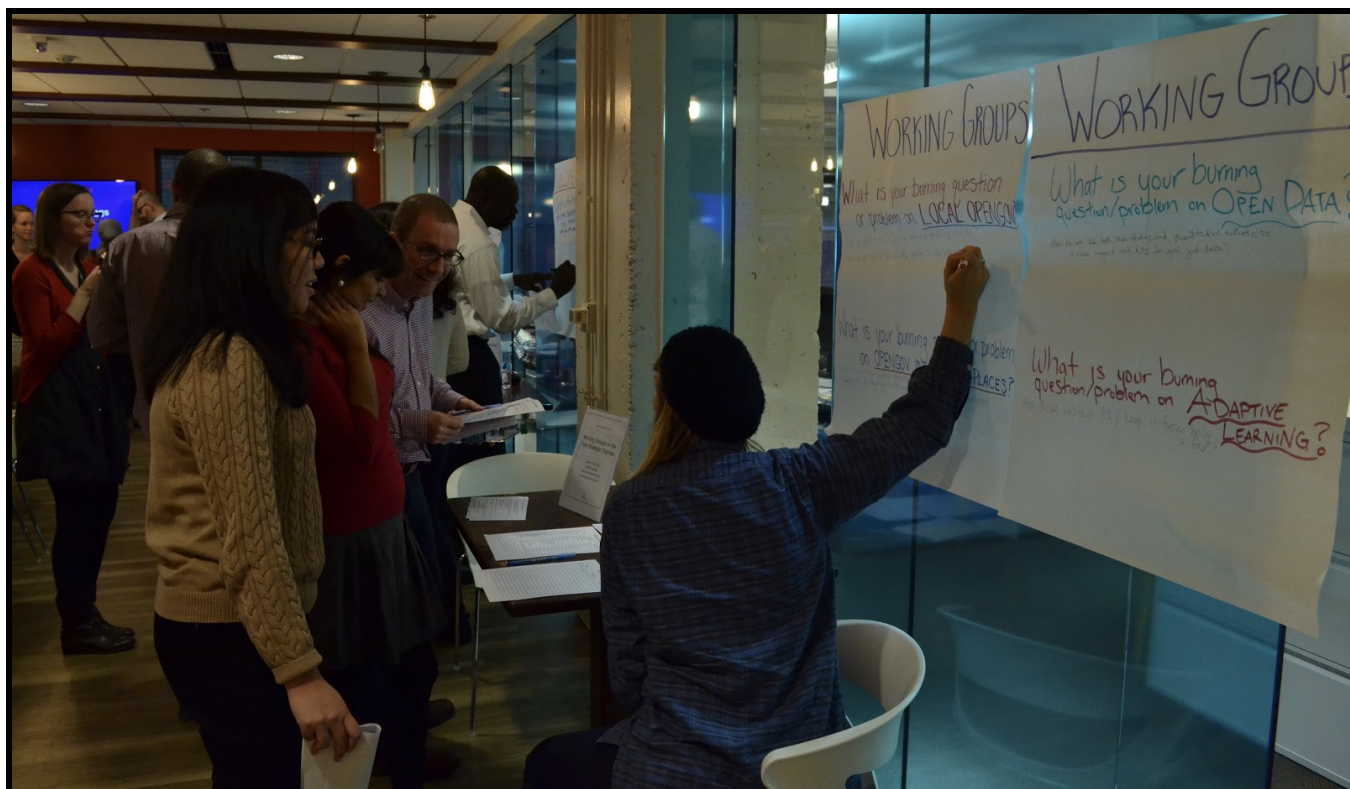
Hub members work together to shape the activities for the year

What we learned in 2017

In our experimental efforts to create an environment conducive to collaboration, we learned some key lessons. The first is that informal, casual spaces for organizations and individuals to get to know and trust one another, are even more important than formal spaces for working together. The second is that decentralizing leadership can generate significant community benefits, as many individuals step up in small ways to support collective efforts. The third is the importance of establishing clear, predictable rhythms of activity (For example, email digests and whiteboard prompts every Monday) that make it easier for various individuals to plug in to shared efforts designed to make the whole larger than the sum of its parts. Related to all these, we also realized that people are ultimately every organization's top asset, so a key way the Open Gov Hub can continue to transformatively support its members is by continuing to provide a pool of vetted talent, and support shared staffing to enable our member organizations to have greater impact.

Internally, we also learned how valuable it is to pause on a regular basis and reflect on what we're doing, including by establishing quarterly learning sessions for our team - as for the wider Global Integrity team - in 2017.

Panelists react to each other's thoughts at the "Defending Democracy" Launch Event in December 2017

4. What's next - Global Integrity Adapting into 2018

In 2018, we'll build on the good work we did in 2017, and continue leveraging our retooled monitoring, evaluation and learning system to incorporate 2017's key lessons - as well as new ones that emerge throughout the course of 2018 - into our ways of working. Program by program, this means that:

4.1 Integrity and Anti-Corruption (IAC)

We intend to make a major push to better understand how, when and why governance data is useful to country level actors, including through a revised and more user-focused Africa Integrity Indicators project;

We'll contribute to the emerging thinking about an approach to corruption that starts with specific problems, rather than with ready-made conceptions of what corruption is and why and how it needs to be curbed;

We also plan to test a participatory and inclusive approach to mapping corruption in specific sectors at country level, with a view towards supporting country level action on corruption problems, including by fostering reform coalitions.

4.2 Multi-Stakeholder Governance Initiatives (MSGIs)

We'll be continuing to flesh out, in collaboration with colleagues at the Open Government Partnership, the Open Data Charter, and Open North, how to broaden and deepen support for systematic learning and adaptation in OGP processes;

We'll also be kicking off the Learning Collaborative[1], a partnership with Twaweza, CEGSS[2], De Justicia, the Accountability Research Center, and MIT/GOV Lab, in which we'll be working collectively to improve both our own capacities for learning and adaptation, and that of the field;

We'll be providing on-demand learning and implementation support to our partners in particular countries, and helping them navigate the complex governance challenges they face - including through leveraging MSGIs;

And finally, we intend to improve our communications functions, and work with MSGI partners in and across countries to ensure that the evidence we produce - and the way we produce and share it - helps them tackle the challenges they face.

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[1] Full name: Transparency, Accountability, and Participation Learning Collaborative
[2] Full name: Centro de Estudios para la Equidad y Gobernanza en los Sistemas de Salud

4.3 Open Fiscal Governance (OFG)

We will continue to learn with and from our Mexican partners about how to better use data to improve the use of public resources. Our work will move from identifying and agreeing on areas for collaboration, to more deeply exploring data availability and use in ways the are relevant for local stakeholders, and fit the context in which they work.

We'll also make a conscious effort to sharpen our methods and tools so they better respond to our partners' needs and interests, including through continuing to refine and test our Treasure Hunt method in Mexico and in collaboration with other partners such as the Open Contracting Partnership. We will get systematic feedback on our efforts to facilitate dialogue, develop capacities, and enable monitoring, evaluation, and adaptation at the local level. And, we will test out different ways to communicate our work to different audiences.

Finally, we'll keep leveraging our country-level work to inform global level dialogue on the use of fiscal data, including through writing a chapter on the state of open data for accountability and anti corruption in advance of the International Open Data Conference in Buenos Aires.

4.4 Open Gov Hub (OGH)

In 2018 we look forward to formalizing a process for how the Open Gov Hub innovates and adapts its programs in response to the evolving needs and interests of our community. We hope this will help us enable even more rapid, relevant spaces for collaboration, while allowing us to better document how we're doing and what we're learning with time.

We also plan to pilot and refine an intro to opengov training for government and other delegates, and are excited for a full year of monthly Democracy Dialogues and case studies reflecting on international experiences, in order to inform and strengthen the efforts of US-focused democracy advocates facing new challenges to American democracy.

5. Financial Supporters

Our financial partners are foundational to Global Integrity's success. Beyond critical financial support, our partners have provided us with frank feedback, insight, connections, and other opportunities that have continued to help hone our performance. Our 2017 financial supporters are listed below. To learn more, visit https://www.globalintegrity.org/funders-and-financials/
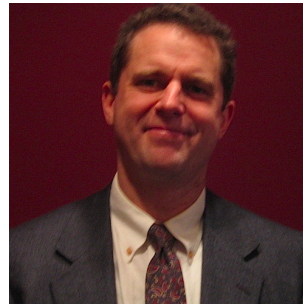
6. Board and Team

6.1 Our Board

Global Integrity is overseen by a committed group of leaders who chose to invest their time in our work. They ensure that we have the direction, and resources, we need to effectively pursue our mission. To learn more, visit https://www.globalintegrity.org/board-members/
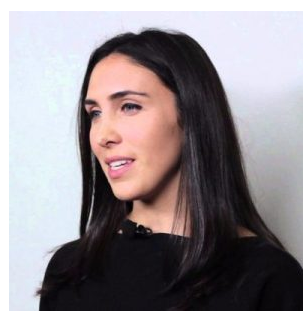

CHAIRMAN
Andrew Hoppin
GetDKAN

TREASURER
Dale Murphy
Professor, Walsh School of Foreign Service
Georgetown University

SECRETARY
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Manager, Global Operations Knowledge Management Unit
The World Bank

Ania Calderon
Executive Director
Open Data Charter

Abdoulie Janneh
Executive Director, Liaison with Governments and Institutions in Africa
Mo Ibrahim Foundation

Gertrude Mugizi
Regional Learning Programme Manager
Public Service Accountability Monitor

We are currently looking to appoint two or more new Directors who have the skills, connections, and energy needed to help steer the organization. We are keen to recruit board members who reflect the global focus of the organization and further strengthen our diversity, as well as having expertise and experience as regards management and fundraising. To learn more, visit https://www.globalintegrity.org/about/work-with-us/seeking-accountability-champions-for-board-leadership/

6.2 Our Core Team

Global Integrity is managed by a team of dedicated professionals passionate about our mission. Working out of our home office at the OpenGov Hub in Washington, DC, they do what it takes to get the job done, and are committed to continuously learning and improving along the way. To learn more, visit https://www.globalintegrity.org/team-members/

Alan Hudson
Executive Director
Joined in 2014
Passport: United Kingdom

Michael Moses
*Director of Programs
and Learning*
Joined in 2013
Passport: USA

Scott Rumpsa
*Director of Finance and
Operations*
Joined in 2014
Passport: USA

Johannes Tonn
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Joined in 2013
Passport: Germany

Jorge Florez
Research Manager
Joined in 2015
Passport: Colombia

Nada Zohdy
Open Gov Hub Director
Joined in 2015
Passport: USA

Elsa Peraldi
Research Manager
Joined in 2016
Passport: Mexico | USA

Jacob Lewis
Research Manager (IC)
Joined in 2016
Passport: USA

Maïssa Khattab
Research Manager
Joined in 2016
Passport: Belgium | Egypt

Kristi Arbogast
OpenGov Hub
Associate
Joined in 2016
Passport: USA

Cashin Yiu
Operations Associate
Joined in 2016
Passport: USA

Remy Stuart-Haentjens
Research Manager (IC)
Joined in 2017
Passport: France

Edison Frangu
Open Gov Hub Program Fellow
(Atlas Corps)
Joined in 2017
Passport: Albania

(IC) denotes independent contractors who are working at least half time on core GI projects.

6.3 Our Wider Network

Global Integrity's core team works closely with an extensive network of contributors who work with us on our projects around the world. They include academics, journalists, and civil society leaders, among others. In 2016, we contracted with well over 140 such professionals who played key roles in our programmatic work. Their on-the-ground work, research, and expertise are instrumental to our programmatic success.

7. Financials

We're committed to being both transparent and accountable regarding the generous financial resources we're provided with. We go the extra mile, sharing more information than required of 501(c)3 nonprofits.

As a [Guidestar](#) Silver participant, we proactively share more than the required financial and operational detail.

We received the maximum possible five-star rating in [Transparify](#)'s 2016 report, reflecting our exemplary transparency when it comes to publicly disclosing our sources of funding. This scoring is based on the fact that on our website we disclose who funds us, in what amount, and for what particular projects.

To review our audited financial statements as well as form 990s since our 2005 founding, as well as to review our current and past funder lists, visit https://www.globalintegrity.org/about/funders-and-financials/.

Revenue[3]
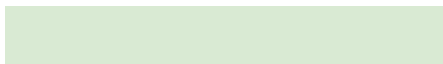
2016	$2,076,906
2017	$2,475,252

Net Assets

	Change	Ending Balance
2016	**($346,512)**	**$1,255,641***
2017	**($141,234)**	**$1,114,407****

**2016 Net Assets, of which $1,130,858 are temporarily restricted, and $124,783 are unrestricted net assets.

**2017 Net Assets, of which $1,090,780 are temporarily restricted, and $23,627 are unrestricted net assets.
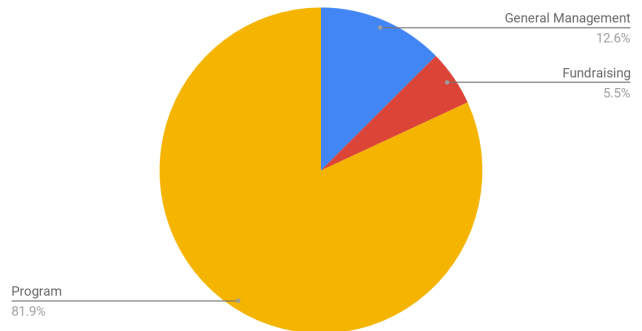
Expenses

2016	$2,423,418
2017	$2,619,898

2017 Expense Classification

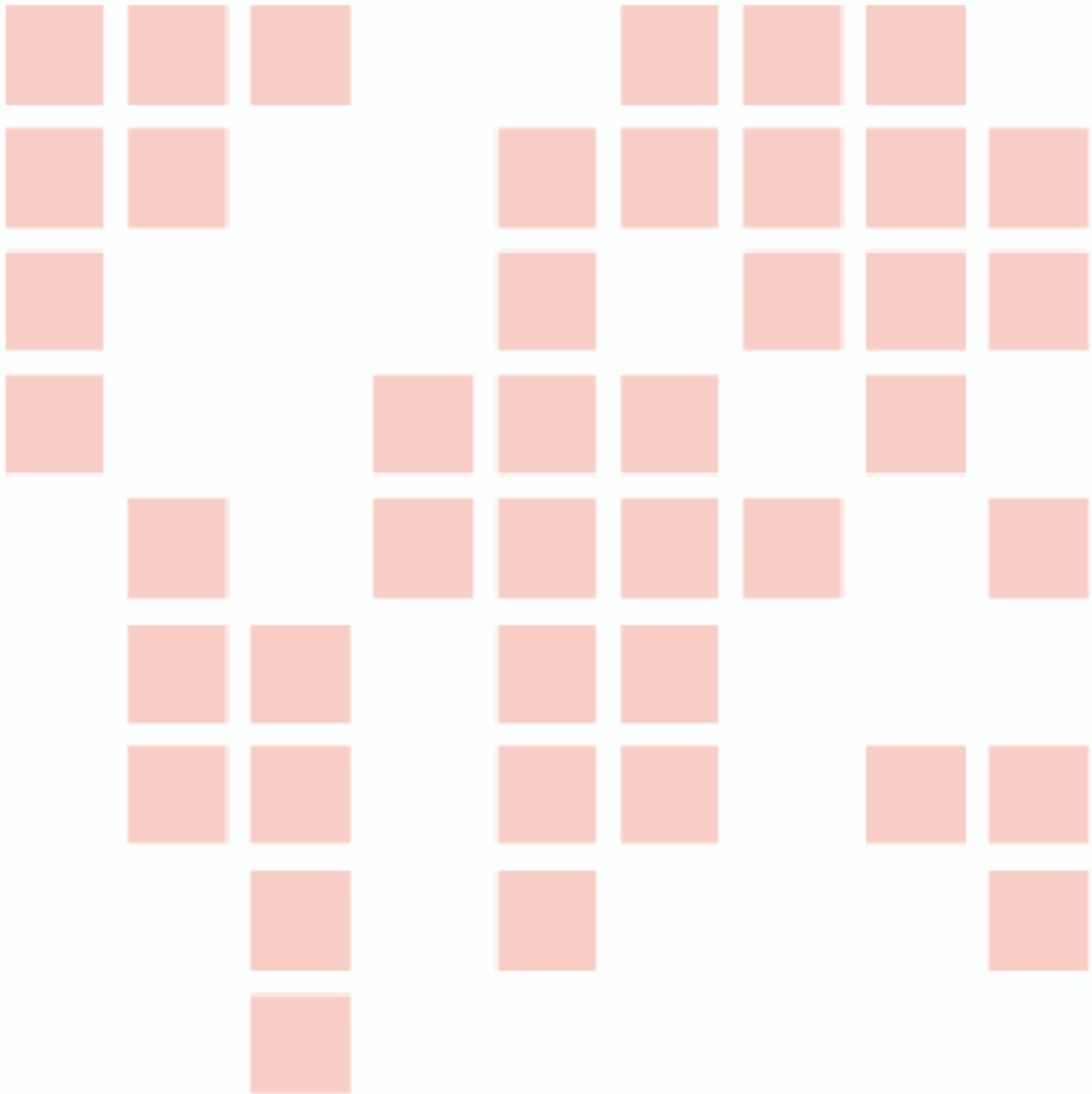General Management 12.6%
Fundraising 5.5%
Program 81.9%

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[3] We are here displaying our yet to be finalized 2017 financial information. We expect a few minor adjustments prior to the completion of our audit, and anticipate finalizing our 2017 financials in the summer of 2018. As soon as they are final, they will be posted with the rest of our financial information at the link noted above.

8. Ways to support our work

The generous support of our funders enables us to continue our important work in the sector. If you or anyone you know may be interested in helping us expand our impact, get in touch with us at info@globalintegrity.org.

The majority of our support comes from foundations willing to invest in our abilities to have an outsize impact on our field. We always welcome introductions to and conversations with any foundations or other prospective financial partners who are interested in civic engagement, governmental transparency, and accountability issues.