Annual Report (April 2015 - March 2016)

Introduction

1. Global Integrity's mission is to support progress toward more open and accountable governance in countries and communities around the world. We do this because we believe that citizens have the right to shape the rules that govern their lives, and that open governance can enable societies to address challenges such as corruption, poor service delivery, environmental degradation, and persistent poverty.

2. Over the course of the last 15 months, we have reoriented our strategy to focus on "Data, learning and action for open governance". This is informed by what we see as being three fundamental characteristics of governance reform. First, that governance reform is inherently political. Second, that while external actors do have an influence, effective reforms are necessarily led by domestic champions. And third, that cookie-cutter approaches to governance reform are seldom effective.

3. Given our understanding of how change happens, we see our role as being to support the domestic champions of governance reform as they navigate and shape the political dynamics in their contexts, trying, learning, and adapting their way toward more open and accountable governance. To do this, we work closely with partners, particularly at the country level, providing data and evidence, fostering learning, and informing action.

4. This report summarizes how we have put our new strategy into practice over the last 12 months (see here for a 2-pager on our strategy). It is organized into the four thematic areas that our work covers: Data, Learning, and Citizen Engagement; Multi Stakeholder Governance Initiatives; Open Fiscal Governance; and, Money in Politics.

Theme 1: Data, Learning and Citizen Engagement

5. Our work on this theme aims to shape policy and practice as regards the role that data, learning and citizen engagement can play in supporting progress toward open and effective governance. It includes projects on learning in the transparency and accountability space; citizen-generated data; using indicator-based assessments such as the Africa Integrity Indicators and our US-focused work on State Integrity to support policy dialogue; and designing governance assessments to maximize their contribution to country-level learning.

Africa Integrity Indicators

6. In 2012, we embarked on a multi-year collaboration with the Mo Ibrahim foundation to generate the Africa Integrity Indicators (AII); a data set of 110 indicators assessing key social, economic, political and anti-corruption mechanisms at the national level in 54 African countries. Indicator scores and explanatory comments are based on the expertise of in-country contributors, and corroborated by multiple sources and reviewers. The data aims to support the work of those seeking to drive progress toward more effective governance.

7. Data from the first four rounds of research are now available on a newly designed website, giving users access to all of the raw data, as well as findings synthesized by issue area. Four new indicators (on vital statistics) were added in the latest round, as our research continues to be responsive to the needs of data users, seeking to collect the most useful information possible. A number of our indicators are used by the Ibrahim Index of African Governance, while other data contribute to the World Bank's Worldwide Governance Indicators, and are used by the Millennium Challenge Corporation.

8. One important methodological innovation this year is a dedicated two-month comment period in which the data is shared with governments prior to publication, giving stakeholders an opportunity to engage with us, and supplement the data with additional factual evidence if necessary. Going forward with this project, we intend to focus even more on partnerships with in-country stakeholders, including reformers inside and outside of government. Our objective is to facilitate conversations around nascent reform opportunities, identify challenges and bright spots, and share other countries' experiences, thereby catalyzing locally-led problem solving towards 'best fit' solutions in specific contexts.

9. The dataset has already proven helpful to many in-country governance reform champions, both inside and outside of government, who request consultation based on the data. For instance, we held several conversations with representatives from Sierra Leone about efforts to improve the quality and ensure the publication of reports and open data on police force abuse. Our data has also been used by civil society and government reformers pressing for improvements in access to information in Cameroon. We look forward to continuing and expanding this important work in the coming years.

State Integrity Investigation II

10. In November, we published the results of the second State Integrity Investigation (SII2), a massive research effort to assess what integrity mechanisms are in place, and how well they operate, across all 50 US states. We worked with state-based journalists and independent peer reviewers to assess legal frameworks and their implementation across 13 sectors of government operations, including Freedom of Information, State Budgeting, Procurement, Ethics Entities, and Civil Service Management.

11. The project aims to provide reformers with evidence-based and independently triangulated data that they can use to drive progress toward more open and effective governance. Key

findings illuminate, for example, the comprehensiveness of existing 'Access to Information' laws, while highlighting — in stark contrast — their often times exception-riddled and ineffective implementation, rendering the laws virtually useless. Other findings speak to bright spots, for instance as regards the quality of state audit institutions across the US.

12. Our data has been cited in at least 11 reform attempts. For example, lawmakers in [Minnesota](#) and [Colorado](#) and [Washington](#) [State's](#) [attorney](#) [general](#) have all referenced our data in proposing bills that would make government more transparent, and implement stronger conflict of interest rules. Interested citizens have forwarded 7,000 scorecards to their elected representative in an effort to raise awareness. To date, more than 1,000 written stories have been published, and over 800 mentions have been transmitted on radio and television. The interactive project website has had more than 750,000 unique visitors.

13. Building on the lessons learned from the first State Integrity Investigation, we tweaked the methodology, reduced the number of indicators, and adapted questions to more closely address governance issues that matter on the ground. Both governments and civil society have asked for further engagement, and for deeper dives into state-specific findings facilitated by Global Integrity. Responding to this demand, we have started experimenting with how we might provide targeted advocacy support to the organizations driving reform on the ground.

14. Continuing to learn from users will help us to further sharpen the indicator set in a future iteration, and to explore how additional sub-national work might be of help to actors driving open governance reform at the subnational level. The project was a collaboration with the Center for Public Integrity, and funded by the Omidyar Network, the Rita Allen Foundation, and the McCormick Foundation.

The OpenGov Hub

15. The OpenGov Hub — created and managed by Global Integrity and Development Gateway — is a co-working community and network of 35 organizations working to promote transparency, accountability, and civic engagement around the world. The OpenGov Hub's mission is twofold: to provide a physical home and shared resources (helping its members be more efficient); and to serve as the center for collaboration, learning, and innovation within the field (helping its members and partners be more effective and have greater impact).

16. Under the leadership of a new OpenGov Hub Manager, in 2015 we started making improvements on three fronts: operational efficiency, community building, and events programming. In Fall 2015, the OpenGov Hub welcomed 10 new organizations. We conducted a first membership survey, and introduced a hot-desk membership option for interested organizations. We led the production of the OpenGov Hub's first set of community norms. The OpenGov Hub is about to launch its first Annual Strategy in an effort to more clearly define the specific themes and ways in which the OpenGov Hub will proactively

promote structured opportunities for its members and partners to work, adapt, and learn with and from each other.

17. We have held events on topics such as closing civic space and open data, and hosted hackathons, brown-bag lunches, and advocacy events involving partner organizations such as General Assembly, the DC city government, the Millennium Challenge Corporation, GovLab, Civic Hall, and the Impact Hub DC to explore new collaborations and deepen the collective impact of the work of the OpenGov Hub's members.

Advancing the Conversation — Events and Initiatives

18. We contributed to a number of conversations about putting adaptive learning at the center of the development agenda. This included engagement in a number of different fora, under the headings of "Doing Development Differently", "Thinking and Working Politically", "Adaptive Development", and "Collaborating, Learning, Adapting". While these discussions are taking place in distinct quarters, we believe that a try-learn-adapt-repeat approach is the common denominator, and one that has the potential to transform policy and practice on governance and development.

19. Among other initiatives, we presented a new edition of "A User's Guide to Measuring Corruption and Anti-Corruption," at the International Anti-Corruption Conference (IACC) 2015 in Malaysia, and briefed staff of a well-known Senator on possible anti-corruption legislation. We engaged with a number of government officials in response to our many data projects, and facilitated a peer-learning workshop for government points of contacts during the Open Government Partnership (OGP) Global Summit in Mexico.

20. We also co-hosted a workshop on governance in fragile environments, along with Saferworld, and Development Gateway, convening practitioners from the fields of governance and peacebuilding/conflict. The purpose was to share experiences, learn from one another, discuss how to integrate approaches, and outline what more open and adaptive approaches to supporting governance reform in fragile states might look like. Twenty-five participants came from diverse organizations, including bilateral and multilateral donor agencies, government, think tanks, and civil society organizations. A briefing note distributed to participants in advance provided common background and set the stage for discussion; the post-workshop report summarizes key take-aways.

21. In November 2015, we organized a panel on research and data collection in restrictive environments that brought together the Committee to Protect Journalists, ASL 19, United 4 Iran, and the United States Institute of Peace. The aim of the panel was to explore how different organizations overcome access to information challenges in closed-up countries, and to share reflections on the risks and the lessons learned collecting data in restrictive environments. While we moderated the discussion, we invited our long-standing Africa Integrity Indicators (AII) researcher from Eritrea to present his experiences, and share first-hand knowledge on how to conduct research on Eritrea from within and from outside the country.

22. Over the course of 2015, we contributed to shaping and launching the [Governance Data Alliance](#) (GDA), a consortium of non-governmental organizations, funders, and governments coming together to strengthen the production, use, and impact of governance data by better understanding both user and producer perspectives. Among other things, we spoke at the launch event, co-facilitated two producers' workshops, made available our top-line data for international datasets, and assisted the secretariat in developing the alliance webpage. We have been keen to emphasize the importance of thinking systematically about data use as well as availability, and — in order to open up space for reflection and learning — of making explicit assumptions about how governance data can make a difference.

23. Over 2016, we will continue to build on our portfolio of existing projects and explore new partnerships that focus on engagement, advocacy, and action research; for example, by expanding our engagement with users of the Africa Integrity Indicators through our proposed 'Data and Dialogue' project. In addition, we will explore possibilities to pilot our thinking on [Governance Assessments 2.0](#) with partners such as AidData and the Governance Data Alliance, and contribute a chapter on the evolution of Global Integrity indicators for a forthcoming handbook on governance indicators.

24. We are also facilitating conversations with [Root Change](#), and other leading players in this space, about whether and how adaptive learning and management can help to strengthen accountability ecosystems. These conversations will feed into a peer-learning workshop exploring these topics at the Global Partnership for Social Accountability (GPSA) [Global Partners Forum](#) in May. Based on demand expressed by the OGP Support Unit, we will also attend OGP regional meetings in [Uruguay](#) and [South Africa](#), facilitating peer learning workshops and sharing the findings of our work on open governance.

Theme 2: Multi Stakeholder Governance Initiatives

25. Our work on this theme aims to improve the impact and effectiveness of multi-stakeholder governance initiatives (MSGIs), primarily by [strengthening their learning](#) functions and by making the most of their interconnections. In addition to conducted five country case studies of how OGP is playing out in practice, we also supported the Global Initiative for Fiscal Transparency (GIFT) with research for an indicator-based case study and worked with the OGP Support Unit to facilitate a peer learning workshop during the Mexico Summit. We are also in discussion with Making All Voices Count about conducting action research across a number of countries about innovative forms of civil society engagement around OGP.

TAI/OGP research — Opening Government?

26. In May 2015, we began work on [*Opening Government?*](#), a groundbreaking project funded by the Transparency and Accountability Initiative that investigates how the Open Government Partnership (OGP) is playing out in practice in five different countries. Working with expert research teams in Albania, Tanzania, Costa Rica, the Philippines, and Mexico, we've sought

to understand whether and how OGP inputs are providing domestic reformers with the leverage they need to drive progress towards more open governance in their countries.

27. Working alongside country-based researchers, we developed and implemented a common process-tracing-based methodology, and completed five studies that unpack the OGP journeys undertaken in each country. The completed case studies rigorously analyze how OGP factors into the broader open government landscape in different contexts, and explain whether and how stakeholders are leveraging OGP inputs to support substantive reform efforts.

28. Along with our research teams, we hosted and participated in several sessions at the OGP Summit in Mexico in which we outlined [preliminary](#) [findings](#) from the project, and grappled with what these, and related issues, [might](#) [mean](#) [for](#) [OGP](#). A paper synthesizing the lessons from the cases, and offering practical recommendations on how OGP and its supporters can more effectively deliver assistance to local reformers in and across contexts, will be published in May. In addition, we're producing tailored sets of guidelines that will serve as entry points for peer learning events during this year's OGP regional meetings to help stakeholders understand when, whether, and how to most effectively engage with OGP in specific situations.

29. Moreover, we are exploring ways in which this groundbreaking research can inform additional work by country-based reform networks. We plan to work with stakeholders to better understand how these research products can be adapted or built upon in response to the needs of open government advocates working in particular countries.

Open Government Partnership Summit in Mexico

30. We participated in a number of fora and panels during the OGP Global Summit in October 2015, to strengthen the learning function within OGP and help maximize its effectiveness. At the request of the OGP Support Unit, we organized and facilitated a session for government points of contact on the topic of co-creating national action plans. The session focused on the ways in which governments from various countries have sought to address the challenges of co-creation and collaboration with civil society. The workshop provided an opportunity for [peer](#) [learning](#) and exchange between government actors, to inform their thinking about future approaches to co-creation and collaboration in their contexts.

31. During the Summit, we brought together our country research teams, to present on and engage the audience in a conversation on the preliminary findings from our research into how OGP is playing out, in practice, in different contexts. In addition, we participated in a panel organized by the Support Unit to speak about our research into OGP, and hosted a public conversation with our partners from the Sunlight Foundation on how OGP might support attempts to reform money in politics.

32. We also discussed the linkages between OGP and the Sustainable Development Goals on a panel hosted by the Partnership for Transparency Fund, and also joined talks hosted by the

Fiscal Openness Working Group to strategize about how to support countries' journeys towards more open fiscal governance. More recently, we became one of the founding partners of the Open Government Impact Research Consortium, where we are emphasizing the importance of thinking differently, rather than just thinking harder, about the impact of open government reforms.

Theme 3: Open Fiscal Governance

33. Our work on this theme aims to improve the ability of citizens to track and shape the use of public resources. Despite good progress by a number of countries in opening government fiscal data, there has not been a proportionate increase in the use of that data. There is a need for a complementary approach that goes beyond data availability, to consider a country's overall fiscal governance landscape, including the usability and use of data. Our work in this area puts citizens and problems first, by developing innovative methods to identify and address the obstacles that make it hard for citizens to use budget information to tackle challenges relating to the delivery of public services.

Open Fiscal Governance, Mexico

34. The aim of this project is to support Mexico's progress toward more open fiscal governance so that citizens can use information to follow and shape the use of public resources. Collaborating closely with our in-country partners, we mapped Mexico's fiscal governance landscape, assessed with citizens the availability and utility of fiscal data, and identified insights that can inform actions by local stakeholders to increase citizens' possibilities to use that data. The project is a collaboration between Global Integrity, the Mexican Institute for Competitiveness (IMCO), and the National Access to Information Institute (INAI), with support and funding by the Omidyar Network.

35. In October 2015, we conducted our first "treasure hunt" – a citizen-centered assessment of budget information – at the federal level. We asked non-expert citizens to use real data to follow the money from budget allocations, to particular sectoral outcomes, and then report back on the challenges they faced. Participants were able to identify how much money was invested, and how it varied through the years. However, the process also highlighted gaps and inconsistencies that raised questions about the way money is allocated to the states, spent, and ultimately connected to development results.

36. The project also includes activities to engage subnational governments — at the city and state level — replicating the approach to improve their efforts to open fiscal governance. Up to date, we have supported the successful development of commitments to follow the money by the states of Veracruz and Morelos around health and prevention of school dropout. Additionally, the cities of Durango and Veracruz have committed to following the money around security and clean water.

37. We have supported these subnational governments in the implementation of their commitments by discussing their progress and helping them to prepare for future releases of

data and to implement our "treasure hunt" methodology. We have also promoted the design of commitments by engaging in [conversations](#) with government officials and civil society organizations about how to use this approach to address particular problems that are important at the local level.

38. Over the second quarter of 2016, we will continue to support Mexico's progress toward more open fiscal governance — with increased engagement at the city and state levels — while also exploring how we can take our follow the money work beyond Mexico, building relationships with capable and interested local partners. In addition, we are exploring the possibility of developing a new comparative assessment — 'Follow the Money: A Global Integrity Report'. This report would analyze the fiscal governance landscape from a systemic perspective, joining the dots between policies, data, and action on budgets, extractives revenues, development assistance, illicit financial flows, contracts, and spending.

Global Initiative for Fiscal Transparency (GIFT)

39. In March 2016, we completed a 4-month long pro-bono project supporting the Global Initiative for Fiscal Transparency (GIFT) to test a newly conceived fiscal governance participation indicator, for possible inclusion into future Public Expenditure and Financial Accountability (PEFA) assessments. The result is an indicator-driven case study, detailing both in-law and in-practice observations, on some of the mechanisms citizens, journalists, and CSOs can use to engage on fiscal governance issues in South Africa. The results will be published soon, and will inform our thinking on how to best include a participation/ engagement dimension into future research.

40. In addition, we have participated in a number of meetings of the Fiscal Openness Working Group, a thematic working group consisting of government representatives, NGOs, and International NGOs rallying around the need to make progress toward greater fiscal openness in Open Government Partnership countries. Among other things, we provided input into the deliberation on participation standards, and presented our work on treasure hunts. In March 2016, Global Integrity joined GIFT as a general steward.

Theme 4: Money in Politics

41. Our work under this theme aims to inform efforts to improve the regulation of campaign finance. Building on our [Campaign](#) [Finance](#) [Indicators](#) project, it increasingly extends beyond data collection to supporting country-level policy dialogues about campaign finance regulation. In addition to the international data set published by mid-2015, we have released [political](#) [finance](#) [data](#) on the subnational level as part of the State Integrity Investigation in the US, with a number of reform champions at both national and subnational level using our data to advocate for reform.

Campaign Finance Indicators

42. In July 2015, we launched the [Campaign](#) [Finance](#) [Indicators](#) dataset, a unique repository of rich, comparative country level data assessing the transparency and effectiveness of

political finance regimes in 54 countries across the world. The data was collected by in-country experts, working with more than 110 political finance experts from academia, journalism, and civil society to make sure a number of open-ended questions could be answered with sufficient contextual detail.

43. We examined political finance legislation on the books, and the way the regulation plays out in practice. By measuring the scope of legal frameworks and assessing on-the ground realities of political finance, the Campaign Finance indicators deliver detailed, comprehensive scorecards on the role of money in politics, especially during campaigns.

44. The project was part of the broader Money, Politics, and Transparency project we undertook with the Sunlight Foundation and the Electoral Integrity Project (with financial support from the Open Societies Foundation and the Hewlett Foundation). Since launching the data, we've worked with electoral oversight bodies in Georgia and Bosnia, and others, to understand the results, and how they can inform ongoing efforts to improve the ways in which they regulate money in politics.

45. We have spoken with reporters in South Africa, Malaysia, and Georgia about the project, and received substantial media coverage in countries across the world. Our team has also been contacted by reformers in places including Slovenia and Croatia who want to better understand the strengths and weaknesses of their countries' approaches to campaign finance.

46. These experiences have been useful, both in revealing how our existing data can be of use to reform networks in particular countries, and in helping us think more creatively about how we can use local demand to drive the development and implementation of future work on these topics. Expanding the indicator set to include a limited number of open-ended questions has been an important methodological innovation, allowing for greater context-sensitivity while retaining the benefits of cross-country comparability.

47. Based on the positive reception of the data, we are exploring a number of ways in which we might build upon the Campaign Finance Indicators and deepen our contribution to the field of money in politics. Potential partnerships include projects with the International Institute for Democracy and Electoral Assistance (IDEA), the International Foundation for Electoral Systems (IFES), the International Republican Institute (IRI), and the National Democratic Institute (NDI). On the national level we are in touch with a number of state-based organizations such as Represent.us, the Florida Sunshine Coalition, and the Illinois Campaign for Political Reform.

Conclusion

48. Overall, we have had an excellent year, sharpening our strategy, delivering on existing projects, developing new project ideas, strengthening our internal systems — including our systems for monitoring, evaluation and learning — and working well as a team. We were

also pleased to find an excellent new home for [Indaba](#), a data collaboration platform developed by Global Integrity, which has now been taken over by Amida Tech.

49. Looking ahead, we are set to deliver on the promise of our strategy, promoting progress toward more open and accountable governance, and helping to shape thinking, policy and practice on governance and development by putting [adaptive](#) [learning](#) center-stage. This will require additional investment in our capacity, which will deliver impressive returns. We look forward to working with you to support progress toward more open and accountable governance in countries and communities around the world.

The Global Integrity Team

- **Alan Hudson**, Executive Director: overall lead on strategy and implementation, fundraising, board development, team-building

- **Johannes Tonn**, Director of Partnerships and Programs: leads on data, learning & citizen engagement, Governance Assessments 2.0, the State Integrity Investigation, and partnerships

- **Michael Moses**, Director of Advocacy and Programs: leads on multi-stakeholder governance initiatives, including the Open Government Partnership, money in politics, and advocacy

- **Scott Rumpsa**, Director of Operations and Programs: leads on Africa Integrity indicators, and organizational development and learning

- **Aminou Yaya**, Project Manager: central role in Africa Integrity Indicators project, also involved in data, learning and citizen engagement work-stream

- **Sun-Min Kim**, Project Manager: central role in Africa Integrity Indicators project, also involved in data, learning and citizen engagement work-stream, and work on fragile states

- **Jorge Florez**, Project Manager: leads on fiscal governance, closely involved in work on multi-stakeholder governance initiatives and on data, learning and citizen engagement

- **Nada Zohdy**, OpenGov Hub Manager: Oversees all Hub operations, leads Hub programming and strategy implementation to activate collaboration, partnerships and learning

- **Samantha Fuller**, Associate: Helping us out on communications and admin