



Annual Report for 2016

Putting adaptive learning front and center

About Global Integrity

Global Integrity champions open, accountable and effective governance around the world, taking action to inform, connect, and empower civic, private and public reformers seeking more open societies through our innovative research and direct support. We collaborate with local stakeholders, helping to put adaptive learning — a structured, data-driven, problem-focused and iterative approach to learning by doing, which engages with local political realities while drawing on experiences from elsewhere — at the heart of their efforts to design and implement effective governance reforms. This can help reformers close the gaps between policy commitments and implementation and contribute to better governance and development outcomes. Further, we seek to support and enhance the effectiveness of other key players in the governance arena by sharing more widely the insights generated from our innovative and exploratory work with local partners.

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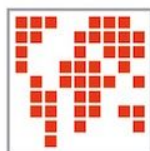


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GLOBAL INTEGRITY
Data, Learning & Action for Open Governance

1. Foreword

The last 12 months have been an exciting time at Global Integrity. We've upped the tempo in terms of implementing our [strategy](#), moving wholeheartedly from making the case for a learning-centered approach to open governance, to [putting adaptive learning into practice](#) across everything we do.

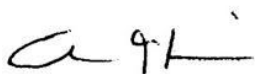
At project level, highlights have included working with [Mexican partners](#) to support the use of data about public resources and service delivery, helping [civil society organizations working on open governance](#) in Africa and Asia to sharpen their effectiveness by improving their own learning, [working with partners in 5 countries](#) to explore how the Open Government Partnership is playing out across different contexts, and [collaborating with researchers across Africa](#) to assess the quality of governance.

Beyond our project work, we have worked hard to make the case that while data is important, what really matters is [how data is used, and what impact it has](#). We have begun to explore the value of a [learning-centered approach to anti-corruption](#). We have made great strides in making the [OpenGov Hub](#) a center for learning and collaboration, and as a result an even better place to work! And, last but not least, we have made a powerful case - for instance through our [engagement with the World Bank](#) - that navigating and shaping the complex political dynamics of governance reform requires pro-reform actors, and those who aim to support them, to apply approaches that enable them to learn and adapt to those complex political dynamics.

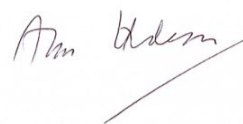
November 2016 brought momentous and troubling political change in the US. The election of Donald Trump and the events of the last 3 months - along with events in the UK, Brazil, the Philippines, Colombia and elsewhere - have demonstrated that open governance is under threat in countries across the world, and can be stalled or reversed, by political developments.

To play our part in resisting the rise of authoritarianism, we need to think afresh about how we can best support open, inclusive and responsive governance, here in the US and around the world. With a long and proud history of working on bad governance in rich countries as well as poor, we are well-placed to do so. As we refresh our thinking and practice, we - along with others working to support more open governance - should redouble our commitment to listening and learning: listening to people who have felt poorly represented by political elites, listening to people with more experience of dealing with governance crises, and learning alongside both.

We're energized by the political challenges that we face and excited to continue working with partners around the world to support progress toward more open and accountable governance, and to put adaptive learning - for more effective political engagement - front and center of the governance and development agenda.



Andrew Hoppin, Chair of the Board

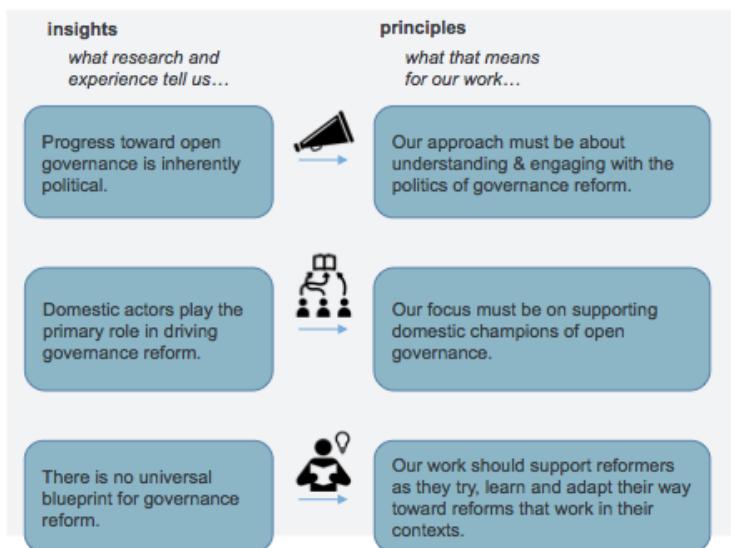


Alan Hudson, Executive Director

2. Our Approach

Global Integrity champions open, accountable and effective governance around the world, taking action to inform, connect, and empower civic, private and public reformers seeking more open societies through our innovative research and direct support. Undergirding our work is the understanding that governance reform is inherently political and complex, and that there are thus few, if any, cookie cutter solutions to governance-related challenges. As such, we acknowledge that any efforts to drive progress toward more open, accountable and effective governance must be led by local stakeholders, navigating and shaping the political dynamics in their own particular contexts, to craft effective solutions.

We support local stakeholders, including both government and civil society, in putting adaptive learning — a structured, data-driven, problem-focused and iterative approach to learning by doing, which engages with local political realities while drawing on experiences from elsewhere — at the heart of their efforts to design and implement effective governance reforms. This can help reformers close the gaps between policy commitments and implementation and contributes to better governance and development outcomes. Further, we seek to support and enhance the effectiveness of other key players in the governance arena by sharing the insights generated from our innovative and exploratory work with local partners.

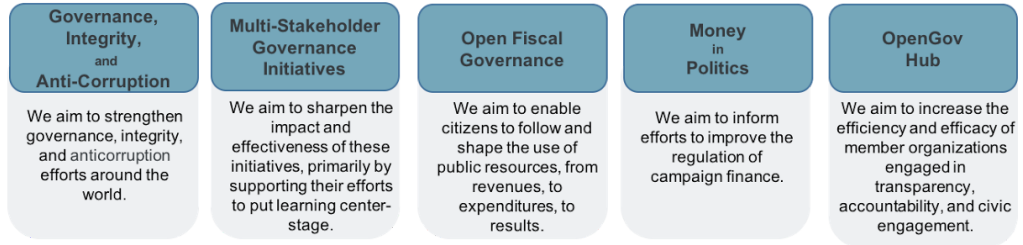


In 2016, we continued implementing our strategy, selecting and implementing programs in key areas of the open governance agenda. Each of our programs draw upon our acumen in research and data collection and analysis, engagement with in-country reformers, and global advocacy. We target our programmatic work at achieving progress in the following areas of focus: Governance, Integrity, & Anti-Corruption, Multi-stakeholder Governance Initiatives, Open Fiscal Governance, Money in Politics, and the OpenGov Hub collaborative community.

The graphic on the following page depicts the matrix relationship between our program themes - those select thematic areas where we target our work - and our program services - the three primary areas of our program expertise. More details on our 2016 programs follow in section three below.

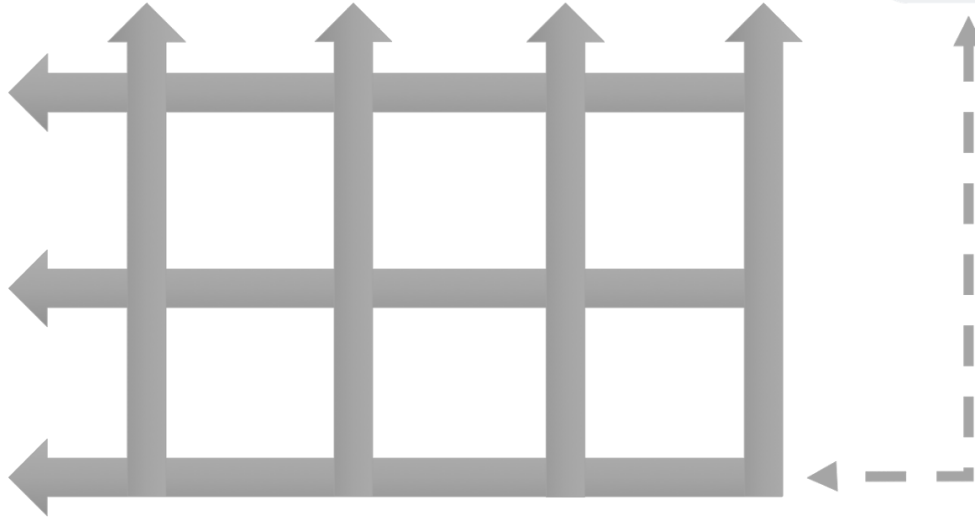
Program themes

We focus our work in select thematic areas that are central to the open governance agenda.



Program services

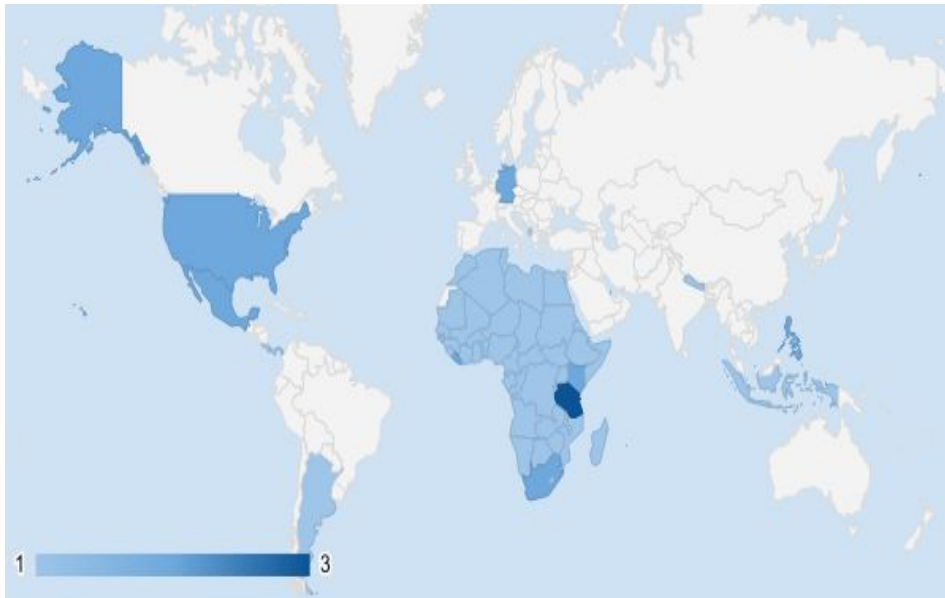
We rely on our expertise in three primary areas



3. Our Programs

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 each of our core service strands - data collection and analysis, engagement with in-country reformers, and global advocacy. In 2016, our programmatic work covered 65 countries.

Where we work



Every year, we conduct work in dozens of countries around the world.

The map at the left shows the 65 countries our programmatic work focused on in 2016. The darker the color, the more initiatives we undertook.

Below, find more detail on the initiatives of each of our program areas.

3.1 Governance, Integrity, and Anti-Corruption

Our work in this program area aims to inform and shape policy and practice as regards efforts to promote open and effective governance around the world. This program area builds on our deep expertise in anti-corruption and integrity systems research and advocacy, and as such forms the foundation for much of our work in our other program areas. The core hypothesis which guides our work in this area is that the provision of relevant and actionable data can support data-driven politically-engaged and context-sensitive reflection and learning on how policies are playing out in practice, and on how different actors might work together, navigating and shaping the political landscape, to drive progress toward more open and effective governance.

Activities in this program area over the last 12 months have included: work on the use of indicator-based assessments such as the [Africa Integrity Indicators](#) and our [US-focused work on State Integrity](#) to support policy dialogue; [designing governance assessments](#) that meet the needs of local stakeholders; and investigating [determinants that drive citizen engagement](#) against corruption. We have also worked through the [Governance Data](#)



[Alliance](#) to improve the ability of data producers to meet the needs of data users, and through the Research Consortium on Open Government Impacts. Furthermore we have [engaged with the World Bank](#) about its approach to supporting governance reform, with the World Development Report for 2017 a particular focus of our engagement.

Our Governance, Integrity, and Anti-Corruption work in action

Our research is often used by reformers, both inside and outside of government, to make a case for reform.

For instance, in February 2016, Global Integrity's findings from the Africa Integrity Indicators are credited for identifying the lack of an Access to Information Law as a key issue to improve governance in Cameroon and were used by civil society to campaign for the promulgation of such a law. See [here](#), and [here](#), and [here](#).

Likewise, in May 2016 Global Integrity responded to requests from, and began recurring discussions with, the government of Togo in their endeavors to learn about the corruption risk factors identified through the Africa Integrity Indicators. These discussions aided their understanding of whether and how they could strengthen Togo's policies and implementation practices to promote their Millennium Challenge Corporation (MCC) eligibility. The MCC, like the World Bank and the Mo Ibrahim Foundation, use our research in their regular work, and the MCC in particular refers interested governments to us for further engagement because of how detailed, actionable, and transparent our research is.

Back in the USA, in January 2016, following the publication of our State Integrity Investigation data in November 2015, there were nearly a [dozen states](#) that sought reform and changes, utilizing our data to make the case for reform. And in December 2016, we presented our US work during the [International Anti-Corruption Conference in Panama](#), organizing a panel discussion together with [Represent.us](#) and [City Ethics](#) to showcase how different organizations can collaborate and work together to make inroads toward greater integrity.

In November 2016, we joined together with the Organization for Economic Co-operation and Development and Transparency International to advise a number of Gulf-region governments: Bahrain, Qatar, Iraq, Kuwait, and Saudi Arabia, on the use and usefulness of particular anti-corruption and governance indices during a regional anti-corruption conference in Qatar. Our focus was to drive home the value of generating a home-grown strategy first and devising indicators and measuring progress based on that strategy, rather than simply trying to improve scores on international indices which may not generate actionable data and insights.

3.2 Multi-stakeholder Governance Initiatives (MSGIs)

Our work on multi-stakeholder governance initiatives aims to sharpen the impact and effectiveness of these initiatives, primarily by supporting their efforts to put learning center-stage. The core hypothesis which guides our work in this area, and which we are exploring, is that MSGIs can sharpen their impact and effectiveness by putting [adaptive learning](#) into practice in and across countries. This means we work with MSGI secretariats and their in-country partners to ensure that what they do is informed by a clear theory of change, and that they are collecting data on their performance, reflecting systematically on the evidence collected, and making regular course corrections in their work.



Throughout 2016, this program area has included a number of projects and activities including our [five-country assessment](#) of how the Open Government Partnership (OGP) is playing out in practice, support for peer learning at OGP global and regional meetings, and ongoing [work with Making All Voices Count](#) (MAVC) to provide



real-time implementation support for civil society organizations engaging with governments through OGP. It has also included work that we have done with the Global Initiative on Fiscal Transparency (GIFT) on public participation in budget processes.

Our MSGI work in action

Our work in this area involves not only deep case-based research and analysis, but also working directly with in-country reformers to facilitate deliberation on the findings, focusing on enhancing their learning and program adaptations to improve the effectiveness of their work.

For instance, in May 2016, on the basis of our [Learning to Open Government](#) research on the [Open Government Partnership](#), we led a number of workshops at the OGP's [Africa Regional Meeting](#) in Cape Town, including a session with government points of contact (PoCs). PoCs are in charge of managing the OGP process in their countries, and face a number of challenges, from a lack of funding to the absence of institutional support for open governance reform.



We worked with PoCs to reflect on the political challenges they've faced in implementing OGP national action plans in their countries, and to share the ways in which they've tried to overcome those challenges. The session provided a valuable, and rare, opportunity for PoCs to move beyond the technical aspects of the OGP process, and learn from each other about the key issues of power and politics they face in their work. It also provided a forum for workshoping strategies

that might enable them to more effectively navigate the politics of governance reform, and leverage the OGP for reforms that matter in their countries.

As another example, in September 2016, we joined our partners in Kenya to kick off our Learning to Make All Voices Count project with a two day reflective learning workshop in Nairobi. We brought together civil society reformers from five countries across the world, and [MAVC](#) staff, to co-create the framework for adaptive learning journeys. Learn more about the workshop at [this link](#).

3.3 Open Fiscal Governance

Our work on open fiscal governance aims to ensure that public resources are used to meet citizens' needs, by enabling citizens to follow and shape the use of those resources, from revenues, to expenditures to results. The core hypothesis that informs our work in this area, and which our work in turn explores, is that a stronger focus on the use of data to address specific problems, and on the link between financial flows and service delivery results, can drive progress toward more open fiscal governance. This focus reflects our assessment that despite good progress by a number of countries in opening government fiscal data, and developing online tools to make the information accessible, there has not been a proportionate increase in the use, or impact, of that data.



In 2016, our work in this program area has included a number of programs and projects supporting country-level work and informing external actors' support for open fiscal governance. Our primary project has been in Mexico, where beginning in 2015 we have worked closely with the Mexican Institute for Competitiveness (IMCO) and the National Access to Information Initiative (INAI), using our citizen-centric,



problem-focused, “[treasure hunts](#)” methodology, to explore the fiscal governance landscape, including the policy and data landscape, in order to inspire action and inform efforts to open fiscal governance, at [national](#) and [subnational levels](#). We have also continued to play a leadership role in the [Follow the Money Network](#) as it moves towards putting a greater emphasis in supporting sharing and collaboration among country level actors working to fight corruption and improve the use of public resources. We also became a Steward of the Global Initiative on Fiscal Transparency and have [engaged actively](#) in the conversations about the future of the network and the ways in which it can strengthen its impact in the lives of the people in countries and communities around the world.

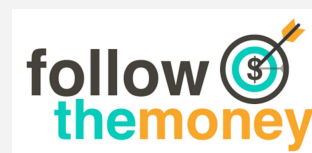
Our Fiscal Governance work in action

Our recent work in this area has been based on our on-the-ground work deploying our ‘Treasure Hunt’ methodology, a participatory approach whereby we work hand-in-hand with local partners to assess whether people are able to use information to get a full picture of the flow of public resources and put it to use in relation to specific priority issues.

For instance, in January 2016, the government of Veracruz launched their open government action plan including two commitments to deploy the Treasure Hunt method, one at the state level on [health infrastructure](#) and one at city level on subsidies to strengthen police force. In March 2016 we facilitated a light version of the our Treasure Hunt approach with representatives of Veracruz’s open government secretariat and the City of Veracruz Government to help them implement their commitments to improve the release of information about subsidies to strengthening police forces and about improving healthcare infrastructure.

In October 2016, we headed to Argentina, invited by the city of Buenos Aires, to present on open fiscal governance with our particular focus on open fiscal data and citizen participation. The event was a fantastic opportunity to use the insights from our work to inform the thinking and practice of frontline reformers opening information about the use of public resources and exploring ways to engage citizens in shaping the way those resources are used to deliver development results in different sectors.

Throughout 2016 our innovative methodology in this arena afforded us various opportunities to advocate and share our expertise, such as leading panels at the OGP regional conferences for [Africa](#) and the [Americas](#) and [Condatos](#), as well as side events at the [International Open Data Conference](#) and the [OGP Global Summit](#). In each of these spaces we made the case for the value of taking a citizen-centric approach to the use of fiscal data. These have proven to be great opportunities for strengthening the community of civil society organizations working to improve the use of public resources.



3.4 Money in Politics

Our work on money in politics aims to inform efforts to improve the regulation of political finance. The core hypothesis which guides our work in this area is that exploring the ways in which money in politics is regulated, in law and in practice, can help pro-reform actors understand the strengths and weaknesses of their political finance systems. This can then support their efforts to adapt their systems, and make progress towards more open, transparent, and accountable political finance regimes. At the

same time, external actors, in exploring, using, and reflecting on political finance data, can learn how to more effectively support locally driven progress in particular contexts.

Building on our 2014-15 [Campaign Finance Indicators](#) project with the Sunlight Foundation and the Electoral Integrity Project, and our 2015-16 work on [political finance at the state level](#) in the US with the Center for Public Integrity, this area of work increasingly extends beyond data collection to supporting country-level policy dialogues about campaign finance regulation. Beyond these



*Money, Politics
and Transparency*



specific projects, we continue to engage with a variety of actors in the democracy assistance community, and their partners working in countries around the world, as we make the case for tailored approaches to addressing the challenges of money in politics.

Our Money in Politics work in action

While we have not refreshed our research in the area since 2015, some of our local partners have continued to rely on our evidence and expertise, and we've continued our involvement and advocacy among key players in the political finance realm.

For instance, in March 2016, two researchers at South Africa's [Human Sciences Research Council](#) used our Money, Politics and Transparency Data to power an analysis on how to more effectively regulate money in politics in South Africa. Check it out by visiting [this link](#).

In July 2016, we were invited to the Czech Republic by a political finance community of practice composed of many of the leading international organizations working on money in politics issues - including the [Westminster Foundation for Democracy](#), [International IDEA](#), the [OECD](#), and others - to present on our work on political finance, and to help them consider ways in which external actors could more effectively deliver on money in politics reform. We made the case that other members of the community of practice, and their in-country partners, could benefit from more iterative, adaptive approaches that support learning about and working with the grain of local political contexts. By the meeting's end, several other organizations responded favorably, and agreed on the centrality of politics and learning to money in politics issues.

In the months since the meeting, we've been exploring the ways in which we might explore this approach in practice, and continue to work with other organizations working on money in politics to sort through the implications of adopting a new paradigm for political finance assistance - a paradigm that goes beyond technical capacity and best practices, and digs into helping domestic actors deliver on reforms that fit in their contexts.

3.5 OpenGov Hub

In addition to the four core program areas outlined above, we continue to operate the [OpenGov Hub](#) (which we co-founded in 2012), the DC-based coworking community of 40 member organizations promoting transparency, accountability, and civic participation around the world. During 2016, the OpenGov Hub took great strides forward in finalizing and beginning the implementation of a [new strategy](#) designed to foster more active collaboration and learning amongst member organizations. This first-ever Hub strategy also clarified the Hub's two-part mission / raison d'être: enabling



open government/governance advocates and organizations to have greater impact through resource sharing and collaborative community. The strategy also identified four cross-cutting thematic priorities for the Hub community: open data, adaptive learning, difficult places, and localizing open governance. In addition to saving time and money, Hub members benefit from being part of the community through regular personnel referrals, joint proposals, and other collaborative activities.

During 2016 the OpenGov Hub grew its team and continued to leverage its convening ability by maintaining a vibrant calendar of wide-ranging events at least once per week - from a book launch on How Change Happens, to a World Bank World Development Report [consultation](#), a transportation and public-safety [hackathon](#) with DC city government, a De-Jargoning [workshop](#), countless brown bag discussions and much more. Through robust events programming, broadening our communications efforts and in other ways, the OpenGov Hub also experienced growth in its membership and network of partners, and implemented significant operational improvements (notably launching the first comprehensive online Member Portal). Importantly, 2016 was marked by a growth in the shared collective/community identity of the diverse members of the OpenGov Hub, through indicators such as increased participation in Hub activities, increased initiative-taking by Hub members themselves to organize activities for community benefit, and generally more Hubbers connecting with each other across organizations. This process of deepening community and collaboration was shepherded by a volunteer Collaboration Committee and led to a marked shift in collaborative community culture by the year's end, making the Hub community well-poised to channel powerful new energy around the urgency of collaboration to protect and promote open governance in the US and around the world.



Our OpenGov Hub work in action

The OpenGov Hub fosters community and catalyzes collaboration through a number of initiatives, including regular events that draw in both Hub members as well as others working in the sector.

For instance, in November 2016 the OpenGov Hub partnered with numerous governmental and non-governmental entities - including the President's Emergency Plan for Aids Relief PEPFAR, the State Department, Humanitarian OpenStreetMap Team (HOT), USAID (YouthMappers) and Missing Maps - to host this first-ever [mapathon](#) supporting the AIDS relief efforts of PEPFAR. The mapping data generated by volunteers for the areas surrounding Lake Victoria in Kenya and Tanzania is improving PEPFAR's understanding of HIV/AIDS program coverage, the optimization of supply-chain logistics, and the analysis of clinical site-level data. Without these data, this type of detailed analysis would not be possible. In a few short hours, 50 volunteers contributed to over 42,000 edits (over 34,000 buildings and 5,800 km of roads) to this map. This Mapathon was part of a broader global effort for OSM GeoWeek that included at least 140 public and 150 private events that took place in 42 countries. In total, with 1 million edits, together we added 861,865 buildings and 145,030 km of roads to OpenStreetMap.

As another example of the collaboration that can be found among our community, in May 2016, we hosted a brown bag discussion with a visiting opengov activist from Chennai, India that was extremely well-received. As a direct result of this brown bag, the National Democratic Institute decided to approach the city of Chennai to participate in its new program about improving governance in megacities.

4. What's next

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, we'll further our commitment to demonstrating such methods, and to sharing lessons learned widely and advocating for more adaptive programming from the entire sector. Below are a few of our plans, summarized by our areas of work.

4.1 What's next - Governance, Integrity, and Anti-Corruption

Our work on the Africa Integrity Indicators research is set to continue into 2018 and we are exploring, together with the Mo Ibrahim Foundation, how the project might evolve to give greater attention to the use and impact of governance data. We are in close conversation with key governance data producers, funders and users on this, so as to work towards supporting and exploring the use of governance data more generally.

Our plans include the evolution of our own integrity assessment work, such as the Africa Integrity Indicators and State Integrity Investigation, and also our continued work with the Governance Data Alliance. As we do this, we will be looking to involve others as partners and funders. Moreover, and considering our past research on US Federal and State-level integrity systems, we are also giving serious thought to how our work in the US might evolve, and are presently considering a project around money in politics and reform movements at the state level.

We'll also continue investigating the determinants for citizen engagement together with Transparency International, offering another example of how we propose to leverage rigorous methodology to investigate complexity and context in practical ways to support organizations learning from evidence and adapting their strategies to better foster citizen engagement against corruption.

Throughout 2016, we also worked on a number of emerging areas that we expect to come to fruition in 2017 - including exploring the value of an adaptive learning approach, as regards anti-corruption, conflict reduction and peace-building, and urban policy-making. Last but not least, we are excited to continue our work to support the World Bank as it seeks to make its programming more adaptive.

Select 2016 lessons from our work on Governance, Integrity and Anti-Corruption

During 2016, for the first time, we published Africa Integrity Indicators data on a provisional basis for governments and stakeholders to comment on and to get back to us with evidence in case they were to disagree with the assessment. We tested this feedback mechanism under the assumption that we would strengthen dialogue and engagement with country-level stakeholders. And indeed, there were a number of governments who responded with their own differing interpretations and data points. However, we realized that this engagement is resource intensive and that while some government comments were genuinely providing relevant evidence, some governments attempted to use the opportunity to spin our assessment to be more positive than the original research showed.

We'll continue using this feedback mechanism during the current round of research and will attempt to be even

more effective in reaching out and digesting communications from stakeholders across all African countries, working to better understand their interest and learning from government how we could make our assessments more responsive to legitimate country priorities.

4.2 What's next - Multi-stakeholder Governance Initiatives

Our work with the Open Government Partnership (OGP) from 2016 is set to continue, with engagement based on our 'Learning to Open Government' research planned in Tanzania and Costa Rica. Our exciting project with Making All Voices Count is also continuing through October 2017 - stay tuned for further updates on how it's going.

Over the course of 2017, we plan to deepen our collaboration with the OGP Support Unit, focusing on how the learning function within National Action Plan cycles and their sub-national equivalents might be strengthened. We've been having good conversations with a number of other MSGIs, and we are hoping to support the work of one or more other MSGIs. For instance, we are in close and constructive conversation with the Global Initiative for Fiscal Transparency (GIFT) about supporting their work and that of their members (two-pager [here](#)), and also exploring with the Open Data Charter whether and how we might work together to support and explore the value of data-driven, politically-engaged learning for open governance.

Select 2016 lessons from our work on MSGIs

In 2016, our work in this program area provided a clear demonstration of the many challenges open government reformers face in their efforts to leverage MSGIs, and to drive progress on reform. From Albania to the Philippines to Kenya, we've seen many examples of how complex, and how political, the environments in which MSGIs operate, are. This means that, in 2017, we'll be doubling down on our efforts, and working to help more MSGIs, and their partners at country level, learn about, shape, and navigate the political dynamics of the contexts in which they're working. In doing so, we aim to strengthen the impact and effectiveness of MSGIs, and in-country reform advocates, and to help stem the rising tide of anti-democratic populism across the world.

4.3 What's next - Open Fiscal Governance

Over the course of 2017, we plan to continue our work on fiscal governance at the sub-national level in Mexico, and to deploy our "treasure hunts" methodology both to fiscal governance in other contexts, and to questions of data use in other sectors. On this, we are in close conversation with potential partners about treasure hunts for open contracting, a project that would be about supporting and exploring the use of open contracting data. We also hope to continue to play a leading role in an invigorated [Follow the Money Network](#) that is focused on supporting and learning from country-level efforts to put principles of open fiscal governance into practice.

Select 2016 lessons from our work on Open Fiscal Governance

In 2016, our engagement with in-country partners has allowed us to better understand the work they do, the challenges they face, and the ways in which global actors can be more effective in supporting their work. From these explorations we have learned that open fiscal governance is a systemic challenge that requires collaboration and the ways in which governments work in many places are not designed to facilitate it. Greater

data and policy interoperability is needed in order to unlock the value of fiscal data to address locally relevant issues. These lessons are informing our future work, and we will deepen our country level work to learn with and from partners how to better understand the systems in which they work and explore ways to strengthen the use of fiscal data to enable learning and adaptation. In doing so, we will seek to innovate in the ways in which we gather and use evidence to support our partners' work and to inform the evolution of policy and practice on fiscal governance.

4.4 What's next - Money in Politics

While we closed 2016 without substantively funded engagements in the money in politics realm, we intend to revitalize this program area in 2017. We are discussing potential new initiatives that would engage with and sharpen the impact and effectiveness of pro-reform actors who are trying to make progress towards more transparent and accountable political finance systems, putting adaptive learning at the heart of such engagements. We also hope to engage more fully in influencing the global democratic assistance community, and their in-country partners, towards taking tailored, iterative approaches to engaging with and shaping political finance issues, and strengthening their impact and effectiveness as we do so.

Select 2016 lessons from our work on Money in Politics

The rise of populism in 2016 - from the election of Rodrigo Duterte in the Philippines to that of Donald Trump in the United States - has highlighted the extent to which some citizens feel marginalized by political elites. Part of the reason for that marginalization stems from the influence of powerful donors at country-level, who, as our [Campaign Finance Indicators](#) research clearly demonstrates, are often able to exercise disproportionate influence over the political landscape. To reverse these trends, and improve the transparency and accountability of democratic processes, action is needed. In 2017, we'll be building on recent conversations we've had with reformers in countries across the world - including in the United States - to work out how we can best support progress towards greater transparency as regards money in politics.

4.5 What's next - the OpenGov Hub

Over the course of 2017, we'll focus on catalyzing further collaboration among Hub members through our 2017 [Action Plan](#). We will also work on forging more meaningful ties with global affiliate Hubs and other partner spaces, and publishing content more often to share the fascinating ideas that regularly bounce around our space with a broader audience. We will also be exploring potential funding that could extend the Hub's role in energizing the work of its members. For instance, we're exploring whether a shared functional services model could aid early stage, innovative members in professionalizing their support functions at a lower cost, whether targeted financial support available to member collaborative projects can incentivize the formation of new and fruitful partnerships, and/or whether creating a Hub-wide fellowship program - perhaps bringing professionals from reform movements around the world to the Hub for rotations among relevant member organizations - could both support our global partners more while also improving the impact of Hub member organizations.

Select 2016 lessons from our work at the OpenGov Hub

In experimenting with various collaborative activities throughout 2016, we learned (or were reminded) that

genuine community necessarily takes time. Interpersonal familiarity, relationships and trust must first be established in any network or collaborative before the full fruits of collaborative work can be realized. This lesson has informed our 2017 activities, which reflect a diverse array of ways Hub members will be able to come together to get to know one another, explore shared interests (personal and professional), learn from each other, and ultimately innovate and work together for greater social impact. And by soliciting and analyzing community feedback several times throughout the year, we also learned to more precisely take stock of all our member organizations' specific needs and assets, in order to tailor/curate collaborative activities that directly meet/fulfill specific priorities of our members.

5. Partners

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 major 2016 financial partners are listed below. To learn more, visit <https://www.globalintegrity.org/about/funders-and-financials/>



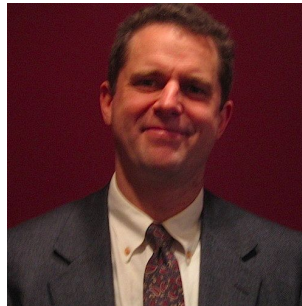
6. Board and Team

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
 



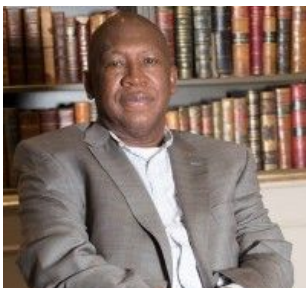
TREASURER
Dale Murphy
*Professor, Walsh School of Foreign Service
Georgetown University*




SECRETARY
Raina Kumra
*Co Founder
Mavin, Inc.*
 



Maria González de Asis
*Manager, Global Operations
Knowledge Management Unit
The World Bank*
 



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



Ania Calderon
*Executive Director
Open Data Charter*
 

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 to strengthen our diversity and gender balance, as well as members with expertise and connections as regards fundraising and nonprofit finance. 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 Advocacy and Programs
Joined in 2013
Passport: USA




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



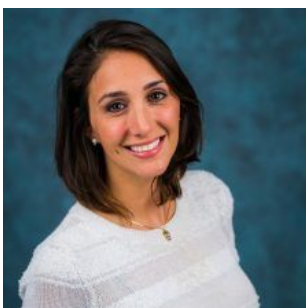

Johannes Tonn
Director of Partnerships and Programs
Joined in 2013
Passport: Germany
 



Jorge Florez
Research Manager
Joined in 2015
Passport: Colombia
 



Nada Zohdy
OpenGov Hub Manager
Joined in 2015
Passport: USA

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




Jacob Lewis
Research Manager
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



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/>.

Revenue¹

2015 \$1,326,194



2016 \$1,686,115



Expenses

2015 \$2,596,049



2016 \$1,973,522



Net Assets

	Beginning	Ending
2015	\$3,234,325	\$1,964,470
2016	\$1,964,470	\$1,677,061

¹ We are here displaying our yet to be finalized 2016 financial information. We expect a few minor adjustments prior to the completion of our audit, and anticipate finalizing our 2016 financials in the summer of 2017. 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

Foundation support

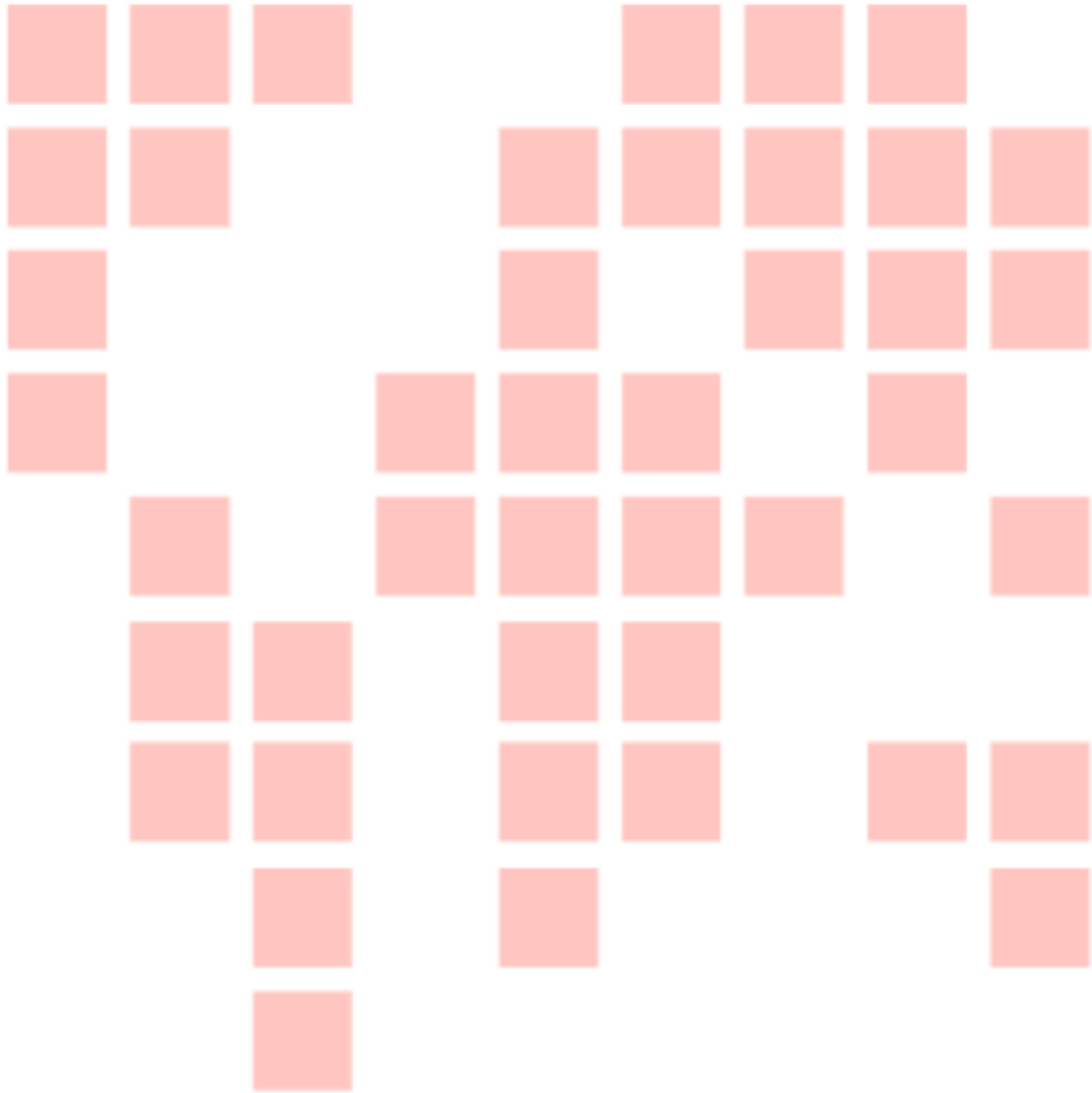
The majority of our support comes from foundations willing to invest in our abilities to have an outsize impact on our field. We always welcome introductions to and conversations with any foundations who are interested in civic engagement, governmental transparency, and accountability issues.

Corporate support

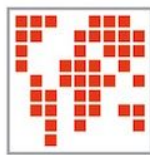
Corporations seeking to partner with us in an effort to achieve shared value in the anti-corruption or broader governance space can get in touch to discuss potential areas of collaboration and how they can most effectively support the work we're seeking to expand.

Individual support

- One-time giving** *Partner with us by making a single tax-deductible donation.*
- Recurring giving** *Invest in our work through making monthly tax-deductible donations to sustain our work for the long-term.*
- Planned giving** *Create a lasting legacy by including Global Integrity in your estate plans.*
- Stock contributions** *Gifts of stock or other appreciated assets can provide tax advantages for you while supporting the expansion of our work.*



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GLOBAL INTEGRITY
Data, Learning & Action for Open Governance