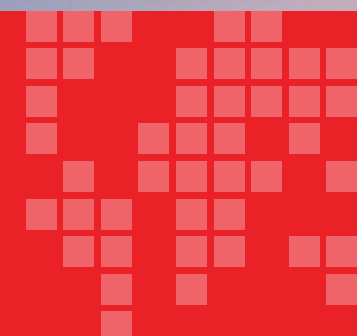# GLOBAL INTEGRITY

Amy Miller-Taylor

P: +27 72 505 0557

E: amy.miller-taylor@globalintegrity.org

W: globalintegrity.org

Global Integrity's Journey

2005 TO 2014:
GENERATING RIGOROUS DATA.

Global Integrity establishes its reputation as producer of quality data on corruption in governance systems around the world.

FLAGSHIP INITIATIVES: Africa Integrity Indicators, State Integrity Investigation, Global Integrity Reports, Money, Politics, and Transparency (MPT) Campaign Finance Indicators

IMPACT:

After engaging with GI's evidence academics, civil society organizations, governments, and multilaterals agencies:

- Developed additional research that informed the governance field
- Generated media interest and public engagement to support reforms in integrity systems
- Implemented evidence based advocacy efforts in integrity and anti-corruption

KEY LEARNING:

- Access to data and tools are not enough to generate change we need to target other aspects in the system.
- We need to go beyond what is easy to see and measure, and take into account the role of power dynamics, values, and incentives.

2015 TO 2022:
ADVOCATING FOR ADAPTATION AND LEARNING.

Global Integrity explores the value and limits of locally-led, learning-centered and adaptive approaches to solve governance challenges.

FLAGSHIP INITIATIVES: Global Integrity Anti-Corruption Evidence (GI-ACE), COVID-19 Transparency and Accountability Project (CTAP), Participatory Approaches for Health System Strengthening, Follow the Money, Data for Accountability

IMPACT:

After partnering with Global Integrity, local governance reformers:

- Improved their capacity to use insights to inform adaptations and strengthen the effectiveness of local responses.
- Amplified the reach of their stories and advocacy agendas.
- Generated collaborative relationships.
- Implemented more connected and coherent interventions that are more inclusive of traditionally excluded voices.
- Increased access to resources, including funding, networks and tools.

Learn more: 2022 Impact Report.

KEY LEARNING:

- We need to break silos and connect the dots between sectors and contexts.
- We need to nurture collaboration and systems thinking practices that center traditionally excluded voices.

2023:
EXPLORING RADICAL COLLABORATION.

Global Integrity takes what we know about informed and effective governance reform to scale through a model of radical collaboration that centers local governance reformers.

IMPACT:

We expect that with the required capacities and resources in place, we will deliver the following outcomes:

- Governance reformers have the knowledge, skills and connections that they need to be more impactful.
- The support infrastructure for local partners working on anti-corruption and public service delivery is stronger and more sustainable.
- The global community of governance reformers is more effective in influencing changes in policy and practice.

KEY LEARNING QUESTIONS:

As we continue our journey, we would like to keep exploring the following:

- What do more supportive ecosystems for local governance reformers look like?
  - What kinds of partnerships are needed to unlock funding, connections, information and development for local governance reformers?
  - How could the development sector break silos across systems actors (government, academia, CSOs…) to more effectively respond to key challenges related to the use of public resources?
  - What does it take to implement effective collective learning and action that centers the experience of local governance reformers?
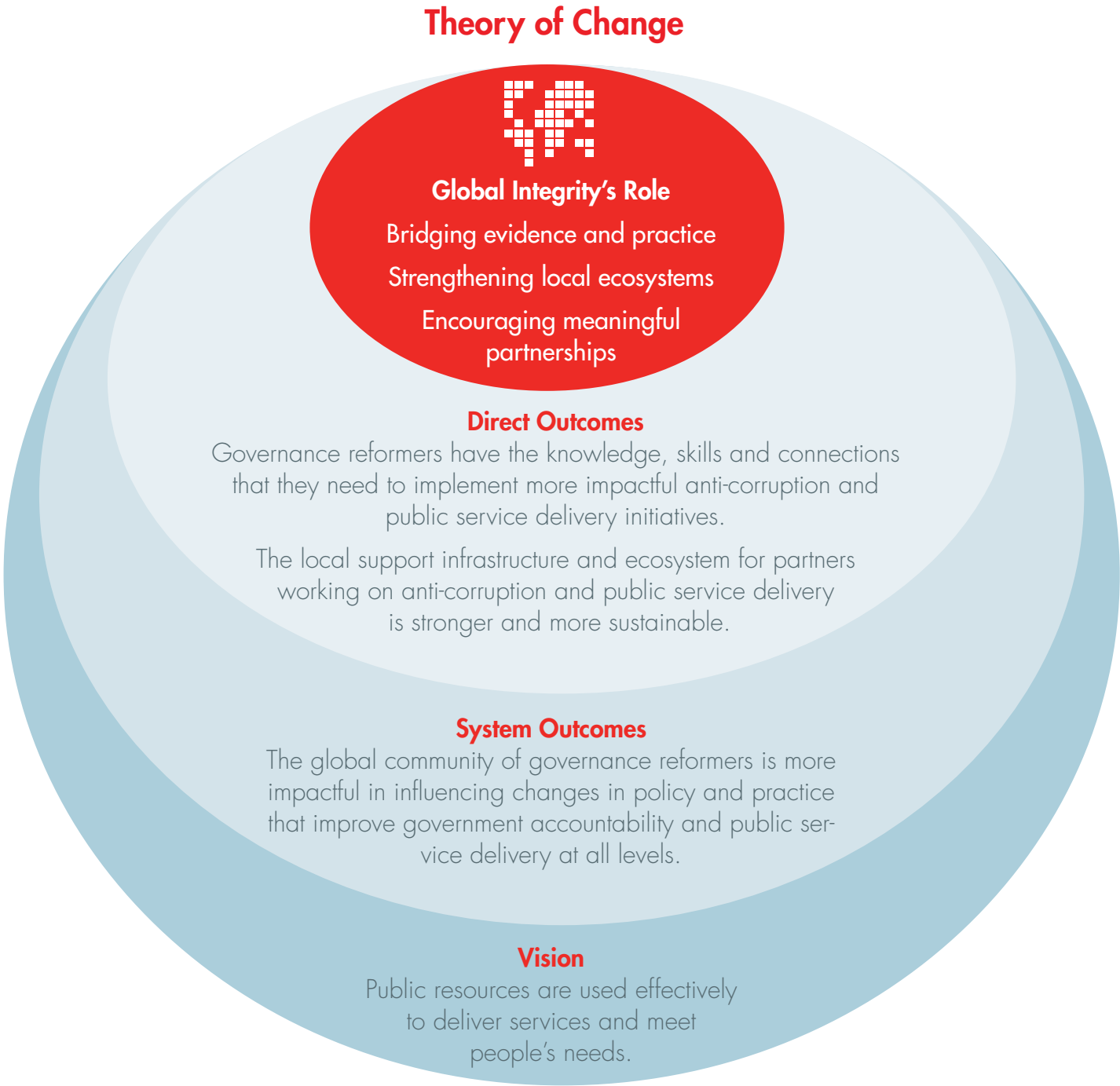
Our vision + what we believe

Our strategic ambitions are guided by our principles

We believe that our local partners are best placed to drive governance reform, but that doesn't mean they have to do it alone. Global Integrity supports local governance reformers by facilitating trans-local learning, action and collaboration.

- **We believe that local governance reformers have the answers.**
  We recognize that local partners know best how to address corruption and poor public service delivery in their contexts, and aim to learn from, and serve, local leaders of governance reform.
- **We believe that shifting power means investing in local ecosystems.**
  We understand that for governance reform to succeed, local partners need financial resources, networks, data, skills and strong local infrastructure, which requires long-term investment and partnership.
- **We believe that together we are stronger.**
  We appreciate the collective knowledge and power of our partners, and encourage open sharing of lessons learned, co-creation, and joint action to shape practice and improve outcomes across governance systems.

Theory of Change

Global Integrity's Role
Bridging evidence and practice
Strengthening local ecosystems
Encouraging meaningful partnerships

Direct Outcomes
Governance reformers have the knowledge, skills and connections that they need to implement more impactful anti-corruption and public service delivery initiatives.

The local support infrastructure and ecosystem for partners working on anti-corruption and public service delivery is stronger and more sustainable.

System Outcomes
The global community of governance reformers is more impactful in influencing changes in policy and practice that improve government accountability and public service delivery at all levels.

Vision
Public resources are used effectively to deliver services and meet people's needs.

"Global Integrity supports local governance reformers by facilitating trans-local learning, action and collaboration.

Who we are + why we are uniquely positioned

Global Integrity is uniquely positioned to champion radical collaboration

For Global Integrity, **radical collaboration** means actively seeking and building meaningful partnerships with a diverse, global community of governance reformers to ensure public resources are used effectively to meet people's needs.
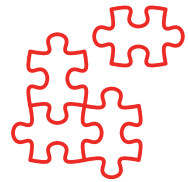
Global Integrity is **uniquely positioned** to progress radical collaboration.

- For nearly 20-years, we have contributed to anti-corruption and public service delivery initiatives by producing cutting-edge research, strengthening local responses and building an extensive global network of champions, making us a credible voice on governance reform.
- We are trusted by our diverse partners and have established respectful, mutually accountable relationships. We work to boost our partners' results by joining their cause, using our position to address barriers in the systems in which they work and creating opportunities to improve their program design and use of evidence.
- We are recognized as a neutral convener who prioritizes collaboration over brand recognition. We facilitate connections among a community of champions and organizations facing similar challenges, create spaces for collective learning and action, and share insights openly so that we are more effective as a global community of governance reformers.

" Radical collaboration means actively seeking and building meaningful partnerships with a diverse, global community of governance reformers to ensure public resources are used effectively to meet people's needs.

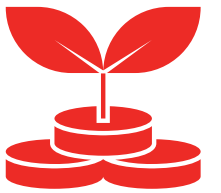# Bridging evidence and practice

Need: Extensive efforts have been made to generate data that helps us to understand issues related to the use of public resources, and to inform anti-corruption and public service delivery initiatives; however, data availability does not automatically translate into effective data use. Too often research focuses on top-down technical and regulatory approaches, which has limited practical value and relevance to local contexts.

Solution: Global Integrity is probably best known for our work translating evidence and data into actionable insights that inform and improve anti-corruption and public service delivery policy and practice. We do this by investing time and effort in building relationships, repackaging and sharing information in context relevant ways, and developing capacities and enabling environments to act on data and research.

Project Example: The Global Integrity Anti-Corruption Evidence (GI-ACE) program operates on the premise that operationally relevant, problem-driven, rigorous and actionable anti-corruption research, accompanied by targeted efforts to strengthen the collaborative partnerships between academics and practitioners, will support practitioners in designing and implementing more effective anti-corruption interventions. By putting real problems and political feasibility at the heart of its research approach, GI-ACE fills a unique gap in the research market. It has also realized some significant outcomes, from informing the set-up of the UK Government's International Centre of Excellence on Illicit Finance to training programs with the National Police of Bangladesh.
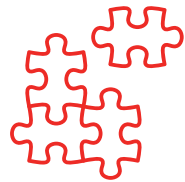
Investment: In the future, we will expand on this work by creating platforms that make it easier for partners to access context-relevant resources, share learning based on their interests and agendas, and co-create solutions to common challenges with a diverse community of governance reformers working across different geographies and thematic areas.

> ❝ **I love this ACE programme: it asks questions that no one else does.**
>
> GI-ACE Workshop Participant

Strengthening local ecosystems

Need: Many anti-corruption and public service delivery initiatives fail to go beyond the development of tools and resources for local governance reformers and address other key aspects of the local governance system such as power dynamics, values and incentives that define the political economy. Furthermore, these initiatives often happen in silos and do not incorporate the learning and experiences of governance reform within different sectors and contexts. The complex, dynamic and fast-changing nature of corruption and poor service delivery problems requires responsive approaches.

Solution: Global Integrity provides local governance reformers with relevant and accessible resources, connections, learning and ideas that increase their chances of success. We also work with partners to generate and use evidence and adaptive and learning approaches that make their work more effective and inform wider sectoral discussions and decision making on anti-corruption and public service delivery policy and programming.

Project Example: The Participatory Approaches for Health System Strengthening project implemented with partners in Malawi and Kenya aimed to explore the value and limitations of system-thinking approaches in local, less-resourced contexts. The participatory approach that was utilized resulted in more diverse and stronger alliances, increased collaboration and collective action, and more adaptive actions. Beyond the project, partner organizations also embedded systems thinking and participatory approaches in their organizational practices, which also inspired government stakeholders to continue to engage directly with their constituents, including young people, parents and faith leaders.

> **We have seen increased understanding in our partners for the need to have diverse voices in meetings and workshops. We no longer see just policy makers or powerful and influential stakeholders being invited.**
> HSS project partner

Investment: We will build on this work by establishing long-term relationships with strategic partners that facilitate funding, connections, data and skills-sharing. In doing so, we will strengthen both local partners and their impact in their local governance systems.

The role of community infrastructure in strengthening healthy ecosystems

Governance reformers often face two common challenges: big social problems – governance reform is too complex to achieve alone – and limited resources to fund responses. Founded in 2012 as the world's first innovation hub for governance reform, the Open Gov Hub in Washington, D.C. is a key element of who Global Integrity is and what we do. This dynamic meeting and co-working space, co-operated with Development Gateway, engages 70+ member organizations and 13 Global Affiliate Hubs. Together, we aim to grow a collaborative community of governance reformers and increase our collective impact. The Open Gov Hub also facilitates resource sharing to help members save time and money, and work more efficiently, and serves as an example of an autonomous and sustainable resourcing model for civil society collaboratives, alongside other context-specific civic innovation hubs like the Global Affiliate Hubs, which operate on five different continents.
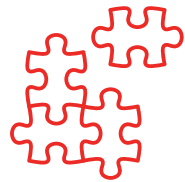
The Open Gov Hub not only survived the COVID-19 pandemic, it thrived. Throughout the global health emergency, the Open Gov Hub adapted to new ways of living and working. We supported members in transitioning to the new era of hybrid work by procuring equipment to facilitate hybrid events and opening the new Monrovia Media Lab for multimedia content production. We also introduced new opportunities to maintain and build professional networks and create meaningful connections in virtual contexts. The real success story is that the Hub managed to retain 95% of its members from March 2020 to May 2023, and even onboarded 10 new members – a testimony to the value and worth that members place in the Hub.

> " The Open Gov Hub helps me learn about projects and initiatives in the U.S. and around the world. I continue to meet really smart, passionate people and to learn from them. Hub Member

Encouraging meaningful partnerships

Need: Effective responses to governance challenges are dependent on listening to and focusing on the needs and priorities of citizens and those affected the most by corruption and poor public service delivery. The identification of new entry points is facilitated by connections with diverse actors who can offer different perspectives and ideas. Unfortunately, the lack of constituency accountability and fragmentation in anti-corruption and public service delivery movements often undermines impact.

Solution: In the past, we have effectively used our geographically and thematically diverse network to amplify the stories and agendas of local governance reformers. Global Integrity is an integral part of global and regional networks of organizations working to improve education results, strengthen health systems and fight kleptocracy, among other issues related to the use of public resources. We help our partners to take advantage of pre-existing networks, find synergies with other stakeholders, engage with new actors and maintain good relationships.

Project Example: Global Integrity joined forces with BudgIT, Connected Development and local governance reform organizations in nine African countries to deliver the COVID Transparency and Accountability Project (CTAP). Together, this coalition of partners managed to build relationships with governments to improve health financing, improve access to information on public spending that was used to hold governments to account, and mobilize citizens to demand their rights and improve the responsiveness of local authorities. Global Integrity had an important role to play in strengthening collaboration across countries to build a pan-African movement that has influenced regional and global discussions on misinformation, procurement and health financing.

> "GIs engagement will also strengthen our connections so that we are able to build strong networks. That will also translate into improvements in the way that we serve people.
> 2021 Evaluation Report Respondent

Investment: Going forward, we will engage our partners to build a common influencing agenda that represents the collective priorities of local governance reformers across geographies and thematic issues so that we are mutually reinforcing in our advocacy and actions.

Join us.
Let's put radical collaboration into action.