

IMPACT REPORT 2022



What we learned this year.

As an organization, we are rooted in supporting people as they test and learn from interventions and strategies. Turning that mirror onto ourselves, here's what we learned this year and how we will embed those lessons into our future work at [Global Integrity](#).

1 It's all about relationships.

A simple enough concept, but we consistently notice how far a true investment in developing trust and relationships goes with our partners' openness to testing new approaches for impact. "COVID-19 Transparency and Accountability Project (CTAP) is a great example where connections and relationships have opened opportunities for collaboration in local coalitions and helped us find entry points to influence policy and practice on health service delivery." — Jorge Florez, *Associate Director*, Fiscal Governance

2 Start at the local level.

Actors such as rural youth have been traditionally left out of transnational spaces where decisions are made that affect their education. Building strong networks and mapping the root causes of the problem and the power dynamics among key actors must happen at the subnational level first. Only then will we be able to elevate the voices of rural youth to influence transnational decision making. "The Kuyenda Collective, in which GI is the coordinating partner, has done incredible

work during 2022 mapping the root causes of the learning crisis in Malawi, Tanzania, Mozambique, and Zimbabwe. The insights generated by our research are helping not only us, but other actors within the Education Out Loud (EOL) ecosystem who seek to define more effective strategies for education policy change. Investing the time at the beginning to map problems pays off in the long run.”
— Raquel Rubio, *Director of Learning and Listening*

3 Invest in communication.

Throughout all our projects, we aim to make sure the voices of all partners and participants are heard, and then we embed storytelling to both raise awareness and affect policy. Co-creation and co-design are critical to how we create effective communication tools. “For Opening Central Africa, we saw how the layers we identified and communicated impacted the advocacy strategy, and that awareness helped us to create vibrant videos with a lasting impact. Kleptocracy and grand corruption are complex challenges that have traditionally been addressed from a policy angle. With this project, we really tried to humanize the crimes of kleptocracy, and how they impact the lives of citizens. The communication package we co-created with OCA helped put a human face to the crimes.”
— Elsa Peraldi, *Associate Director, Integrity and Anti-Corruption*

4 Where there is risk, there is opportunity.

Community spaces like the Open Gov Hub have been deeply impacted in the aftermath of the COVID-19 pandemic. But if you’re able to change, adapt, and pivot, you can respond to people’s needs as a welcome change. “For a co-working space, the emergence of remote and hybrid work could be seen as a threat. Rather than push people out of their comfort zones, we have responded to their new desire for flexibility by providing meeting spots and events to bring people together on their own terms.” — Tony Rodriguez, *Associate Director, Open Gov Hub*

5 Have strong fundamentals.

One thing we have heard – and often understated in the role of international non-governmental organizations – is how much our partners appreciate funding and administrative support. Recently, INGOs have prioritized the autonomy and expertise of local groups and begun moving towards a bottom-up strategy. Unfortunately, they often have not simplified funding and reporting requirements, which are still taxing to our partners. “We do our work so they can do theirs. We have the financial systems in place to make their work easier, with the goal to alleviate many of their pain points.” — Andrew Haupt, *Managing Director, Finance and Operations*



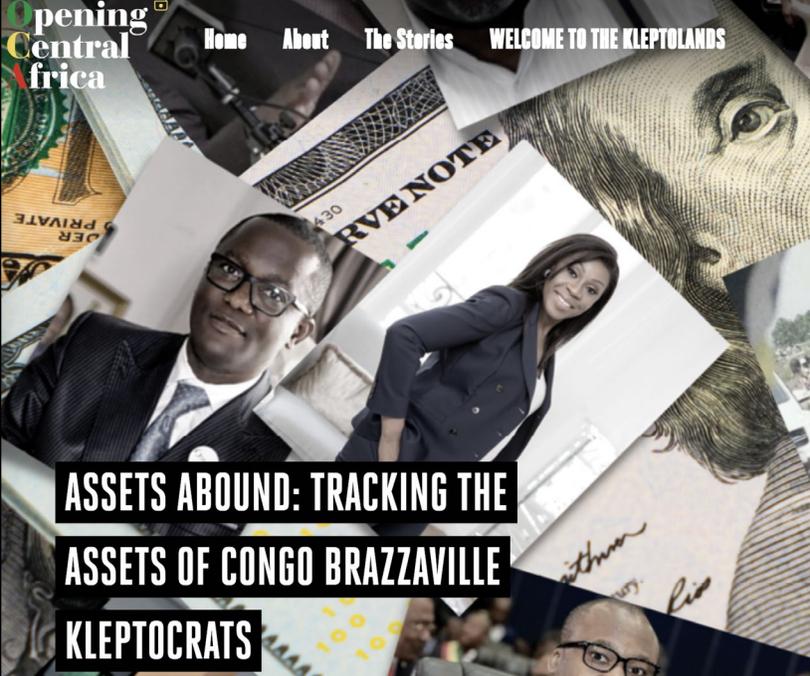
GI-ACE conference, in London, UK (March 2022)

What
we
achieved
this
year.

1. Elevating local stories to move the needle.

Decades ago, [Inclusion Matters](#) asked for practitioners to improve global conditions by promoting inclusivity, broadly defined as the ability of individuals and population groups to take part in society. At Global Integrity, we have firmly placed inclusion at the forefront of our projects for more than a decade. We see frontline actors in the regions where we work as the experts. Our role is to take their work and connect it to regional and transnational policy-changing initiatives.

Through working with dozens of partners across Africa, Europe, South America, and North America, we have strengthened coalitions on issues including kleptocracy, youth education and tracking emergency funds, specifically for healthcare and COVID-19 initiatives. We co-lead these nimble networks and provide strategic and implementation support by testing anti-corruption strategies at the local and regional levels before bringing them to global platforms.



In Western Africa, **we formed a coalition** with local activists and organizations in Angola, Cameroon, Chad, Republic of Congo, and Equatorial Guinea to create a regional campaign to fight kleptocracy — Opening Central Africa ([OCA](#)) — the first project of its kind in the region. The [campaign](#) used short films to translate the impact of kleptocracy in the daily lives of citizens.

- In [Angola](#), one video tackled how the plundering of countries' resources was limiting job opportunities for youth. They chose a famous rapper and influencer in the country as the video host, sparking lively conversations with youth groups, particularly as youth unemployment became an important topic during the elections in the country. **For the first time, policymakers were pushed to talk about and acknowledge the issue of youth unemployment as a priority in their election campaigns.** Now that this discussion is public, local advocates can continue to use it to create pressure points for the future.

- In the [Republic of Congo](#), the kleptocratic regime raided the country's coffers while neglecting the health sector, resulting in abysmal maternal mortality rates (378 deaths estimated per 100,000 live births according to World Bank data). The campaign there

increased women's engagement in a country that has historically lacked women's civil society groups. The presenter in the video had never been previously engaged in this work, but has since been inspired to create a civic campaign: She has become an active women's rights activist leading a women's civic [engagement campaign](#) and has launched a new [NGO supporting women's rights](#).

- In line with many of Global Integrity's approaches, OCA aims to build more awareness and citizen engagement at the country level, as well as to encourage more regional



We connect people.

We follow the lead of country-level organizations and support local actors who can move the needle on transregional and national levels. Our goals are to bridge the gaps between international and country-led efforts, to strengthen regional coalitions, and to improve service provision and policy decisions. During the implementation of **COVID-19 Transparency and Accountability Project (CTAP)**, some CTAP country leads signed MOUs with government ministries of health and other national bodies to improve transparency and service delivery in the health sector across nine countries (Kenya, Nigeria, Cameroon, Malawi, Liberia, Nigeria, Zimbabwe, Senegal and Sierra Leone). The countries in this diverse coalition span several languages, regions and cultures across the African continent and we hosted/held more than 130 town hall meetings to bring citizen voices into policy decisions. Through this, we have spoken and advised at the [2022 Open Government Partnership \(OGP\) Africa & Middle East Regional Meeting](#) in Morocco, both in its opening ceremonies and multiple cross-cutting sessions.

solidarity. Not only has OCA been [highlighted by other organizations](#) — International Republican Institute ([IRI](#)) is an example of how to do kleptocracy work at the ground level — it has been praised by the funder, National Endowment of Democracy ([NED](#)), as a guiding light for how to do this work.

The OCA coalition helped create a regional campaign and messaging initiatives that made sense at the regional level and could be adapted to other local contexts.

By deepening actors’ understanding of the root causes of the learning crisis in Malawi, Tanzania, Mozambique, and Zimbabwe we are strengthening education systems in the region. Our project, “Addressing the learning crisis through system strengthening,” is part of the **Education Out Loud** ([EOL](#)) initiative, funded by the Global Partnership for Education ([GPE](#)) to map the root causes of the education challenges. **The alliance called the Kuyenda Collective has strengthened and diversified the engagement of other civil society actors — particularly those representing rural youth** — in national and transnational policy spaces. It has won recognition from GPE and key national actors for its efforts to elevate the voices of rural youth in transnational policy discussions.



Network-building is the first step towards advancing local voices. **These coalitions did not appear naturally as regional groups or cultural alliances; they emerged from a shared mission to advocate for and establish better service delivery.** These initiatives have leveraged diverse perspectives and sparked new opportunities for innovation and systemic change.

Years of building relationships and mutual trust strengthened our bond as well as our shared aim: to use this knowledge to create effective solutions to complex challenges. The recent focus on local expertise in the global development sector provides an opportunity for these coalitions to elevate their expertise for transnational policy and social change. **Through catalyzing these collaborations,** we have been able to deliver solution-focused changes together.



We support local actors.

The [Kuyenda Collective](#) members include national partners Forum for African Women Educationalists in Malawi ([FAWEMA](#)), Centro de Aprendizagem e Capacitação da Sociedade Civil ([CESC](#)), Policy Forum ([PE](#)), and [Teach for Zimbabwe](#) — as well as transnational partners Public Services Accountability Monitor ([PSAM](#)) and [Stimulus Africa](#) in addition to GI. The greater recognition and insights the Kuyenda Collective is gaining in the educational sector are now being used to train 255 youth in data-informed advocacy and to inform the development of advocacy action plans at the national and transnational levels.





2. Connecting research to real life.

In 2022, the University of Exeter presented John Heathershaw and his team the “[Fair, Just and Inclusive Society Award](#)” for his [report on illicit finance](#) and advising on the UK government’s Economic Crime Act in April 2022. The Knowledge Exchange Awards recognized collaborations between researchers and organizations that have made an outstanding impact on society, health, and the environment.

Since 2018, Global Integrity has been leading on a strand of the Anti-Corruption Evidence ([ACE](#)) research programme that produces new, operationally-relevant evidence to tackle corruption and support more effective, evidence-based anti-corruption initiatives funded by the UK Foreign, Commonwealth & Development Office ([FCDO](#)). In the research undertaken so far, GI-ACE has delivered on several priorities in anti-corruption, including offshore tax havens and beneficial ownership and professional enablers of illicit financial flows.

We have worked for several years with John Heathershaw and his research team **to**



We cut across sectors.

Our research teams have impacted various sectors with their innovative methodologies around the world. For example, the University of Nottingham [project on integrity and civil servants](#) led by Jan Meyer-Sahling’s team has **conducted ethics training of 1,400 police officers** in Bangladesh. **They have worked with non-academic partners** including the Inter-American Development Bank ([IDB](#)) (on a project on Managing National Statistics Offices in Latin America); the Regional School of Public Administration and the Governments of Albania and North Macedonia (to design and implement staff satisfaction surveys); the World Bank (in an ongoing initiative on the Global Survey of Public Servants and a project on Administrative Productivity in EU Member States); and the National Police of Bangladesh and the Inland Revenue Department of Nepal to build on the initial research findings.

increase public awareness of illicit finance, to push policy reform and **to leverage research on anti-money laundering and the role of enablers**. Demonstrating the real-world impacts of research has recently become hard-baked into research evaluation

metrics. John Heathershaw’s team — alongside many of our GI-ACE researchers — has achieved an aspiration that is widely shared, but challenging to realize. Their commitment to engage local people in their research makes a difference in the ways problems are addressed around the world: **It parallels and embodies the work we do in research by connecting it to real life.**

Through working across programmatic teams at Global Integrity — and through our partners and networks — we connect researchers with stakeholders to maximize impact on key governance issues. Edwin Muhumuza, previously a top government official at Uganda’s Public Procurement and Disposal of Public Assets Authority who worked closely with GI-ACE researcher Liz David-Barrett to help [flag corruption in procurement](#), is now the Head of Africa at the Open Contracting Partnership ([OCP](#)). Muhumuza and Gilbert Ronald Sendugwa from Africa Freedom of Information Centre ([AFIC](#)) **played a crucial role in the red flags roll out in the African region** by acting in partnership with David-Barrett and Mihaly Fazekas and in collaboration with local CSOs and government officials.

- Together with Sope Williams, a South Africa-based researcher on procurement and emergencies, and our Director of Fiscal Governance, Jorge Florez, GI conducted an effective panel at a [OGP regional meeting](#) in Morocco in 2022 to discuss the interplay

of corruption, public procurement, service delivery, and the role of civil society. We used footage and interviews from the Red Flags video to provide pertinent, locally-focused case studies. This convening provided a highly regarded international platform to exchange and disseminate anti-corruption initiatives and interventions.

Our lens on research emphasizes data and evidence. We bridge the gap between their effectiveness in real practice by disseminating local evidence to global initiatives. In [our collaboration](#) with [GIZ](#) we developed an analysis with the “[Access to information from mine site certifications](#)” working group on the use of data from mining certifications to improve local governance. The working group, composed of experts on green mining in the Andean region, used data based on mining licenses to improve local governance and to develop a cohesive framing for the publication.

- We carried out interviews with experts and a series of workshops to help the group **connect their expertise on green mining in the region with open data practices** related to improving the availability, accessibility and use of the data. Based on these conversations, we produced [10 recommendations](#) to strengthen data publication and sharing practices from mining certifications so this data can be useful for local stakeholders. The analysis was published and is being used to promote pilot projects between certifiers and companies working in green minerals.

With our connections to CSOs, governments and funders, we are well poised to help bridge many research divides relevant to international and country efforts, sector, issues, organizations, and geographies. This has enabled rigorous, evidence-based research to inform programming, policy and action on governance, anti-corruption and development agendas.

GI-ACE and CTAP team members at the OGP Regional Meeting in Morocco (November 2022)



3. Changing the approach to development

Development initiatives are often inefficient or ineffective. **We ask questions early** to make sure our programs and partners are ready with a relevant strategy from the start. We have changed the basic approaches to how development projects evolve by engaging with the targeted stakeholders from the beginning.



In 2022, we completed a project on **using participatory approaches strengthening health systems**, funded by the Bill & Melinda Gates Foundation, that explored the value and limitations of applying a participatory systems thinking approach to improve health service delivery outcomes in Malawi and Kenya. With the facilitation support of [African Health Innovation Centre](#) in Ghana, and active engagement of our implementing partners [Centre for the Study of Adolescence \(CSA\)](#) in Kenya and [Ipas-Africa Southern Region](#) in Malawi, we saw the potential of this [method](#) to spark individual and organizational changes.



We test, learn, and share findings.

We produced [blog series](#) with Results for Development (R4D) on the use of [COVID-19 trackers](#) and lessons that was featured by the Transparency and Accountability Initiative (TAI) to inform future tracking of public resources. We received an honorable mention at the World Justice Challenge on anti-corruption and open government for the tools that we developed in collaboration with the [Open Data Charter](#) and the [Open Data for Development Network \(OD4D\)](#). These tools included the [Commitment Creator](#), which provides step-by-step guidance through the drafting of a formal Open Government commitments on open data for anti-corruption, and the [Roadmap to Fight Corruption with Open Data](#), an interactive online platform that educates and guides reformers on the design of open government and anti-corruption reforms.

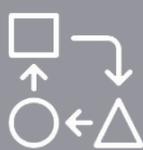
After the engagement with us, **partners reported early signs of adopting systems thinking participatory methodologies in their work.** The practice of **applying a systems thinking mindset helps local partners better understand root problems** and other stakeholders' perspectives, incentives, and relationships, which is an essential skill for systemic change work and long-lasting impact. Since the project has ended, local CSOs include youth and marginalized communities in decision making and workshops from the beginning to continue to co-create interventions with them.

We work with local partners to establish a vision and a mission that sets a clear course and leverages experts to support specific activities and transfer skills to local teams (e.g. storytelling, data mapping and analysis). As a part of the [Mastercard Foundation's Young Africa Works](#) strategy, we are working with a consortium of partners — [Preston Associates for International Development \(PAID\)](#), [Cloneshouse](#) and [Itad](#) — to support the foundation by carrying out monitoring and evaluation (M&E) that informs strategic implementation and pathways to improvement. The [Young Impact Associates \(YIA\)](#) initiative is a part of this larger undertaking implemented by the consortium. It empowers young, emerging M&E professionals through internship placement, hands-on training, and comprehensive support as they become leaders in the M&E space in their country.

As adaptive learning experts, we have also provided support to donors and civil society organizations on the use of lean monitoring, evaluation, and learning processes so local partners can track progress, share learnings and adapt projects on-the-go. We supported the [Data for Accountability \(D4A\) initiative](#), a two-year project with the Transparency and Accountability Initiative ([TAI](#)), its donor members, and partners in Nigeria and Colombia.

- In this initiative, we supported the learning journeys of our partners working on issues related to open contracting, illicit financial flows and extractive industries. We built on these experiences to propose a lean approach for monitoring, evaluation, and learning that can be used by many organizations in the field. Our recommendations focused on how donors and global partners could support the use of data for accountability and anti-corruption in [Nigeria](#), [Colombia](#), and worldwide. The [launch of our findings](#) was published by the Global Partnership for Sustainable Development Data.

Our expertise in data for anti-corruption efforts has also placed us at the forefront of thinking and practice in the issue. We collaborated with the Open Data for Development Network ([OD4D](#)) to host a [roundtable](#) discussion with experts about the results of the [Global Data Barometer](#) with experts on the use of data for governance. This roundtable was part of the process to update the "[State of Open Data](#)" report,



We pivot and adapt.

We pivot and adapt at "home" as well. A [Gallup survey](#) in June of 2022 found that 8 in 10 people are working hybrid or remote. An [AT&T study](#) found the hybrid work model is expected to grow from 42% in 2021 to 81% in 2024. Furthermore, a [survey](#) found that 57% of respondents would leave their job if their company would not offer remote work options ([Forbes](#)). Our biannual member surveys confirm similar trends, with most people working from home and coming in for collaborative work or events. With all these changes in the ways we work, the Open Gov Hub has thrived due to one of Global Integrity's biggest strengths: our ability to pivot and adapt.

and an updated chapter on Open Data for Accountability and Anti-Corruption will be published in the coming months.



Celebrating Open Gov Hub's 10th anniversary in Washington, D.C. (October 2022)

The Open Gov Hub ([OGH](#)) was created with two basic tenets at its core: funding in the social sector is scarce and social reforms are complex. To help address these dual challenges, the Hub fosters a curated network of mostly nonprofit organizations. We have created a collaborative coworking community where we provide daily coworking services in an open office environment, which contributes to significant cost-savings for our members. We know that hybrid work is here to stay, so we have innovatively adapted to the new normal by becoming more flexible for our coworking members. We have kept our community intact over the course of the pandemic and continue to spark meaningful connections between people and organizations at the Hub.

- In 2022, OGH has grown membership to the highest number ever: more than 70 organizations are now united by social impact work. We hosted more than 100 events that provided forums to explore local and global governance-related topics, including discussions on modernizing Congress and voting methods in the United States; challenges to freedom and democracy in Ukraine and Tunisia; and side events during global convenings including Open Gov Week

([OGW](#)) and the International Anti-Corruption Conference ([IACC](#)). We celebrated our first year in our new space last spring and marked a milestone 10-year anniversary with the founders, members, and many friends of the Hub last fall. See the latest impact inside the Open Gov Hub's [2022 Year in Review](#).

As Global Integrity moves into 2023 with [new leadership](#) under Amy Miller-Taylor, the incoming Executive Director who is taking over from Alan Hudson, the organization is well-placed to play its part in addressing corruption and other governance-related challenges. We remain committed to continue to embrace complexity by taking a systemic perspective, prioritizing local leadership, and leveraging collaborative learning.

For more information about our work on anti-corruption, public resource use, and service delivery — and our stewardship of the Open Gov Hub — check out our [project pages](#). To explore opportunities for collaboration, please drop us a line at info@globalintegrity.org



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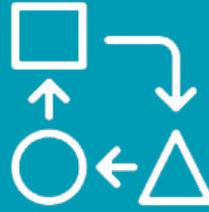
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