



# Learning with **Integrity**

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The Global Integrity  
Learning Journey



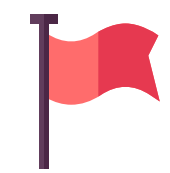
## Global Integrity's Journey

For nearly 20 years, Global Integrity has contributed to anti-corruption efforts that improve public service delivery outcomes by producing cutting-edge research, strengthening local responses, and building an extensive global network of governance reformers. Together, we've worked on projects around the world, and in 2012, we co-founded the Open Gov Hub in Washington, D.C., with Development Gateway: An IREX Venture as the world's first innovation hub for governance reform.

Throughout its journey, Global Integrity has demonstrated a commitment to collaboration, bridging and making connections across sectors and geographies, facilitating more effective use of scarce resources and more connected, impactful interventions and learning.

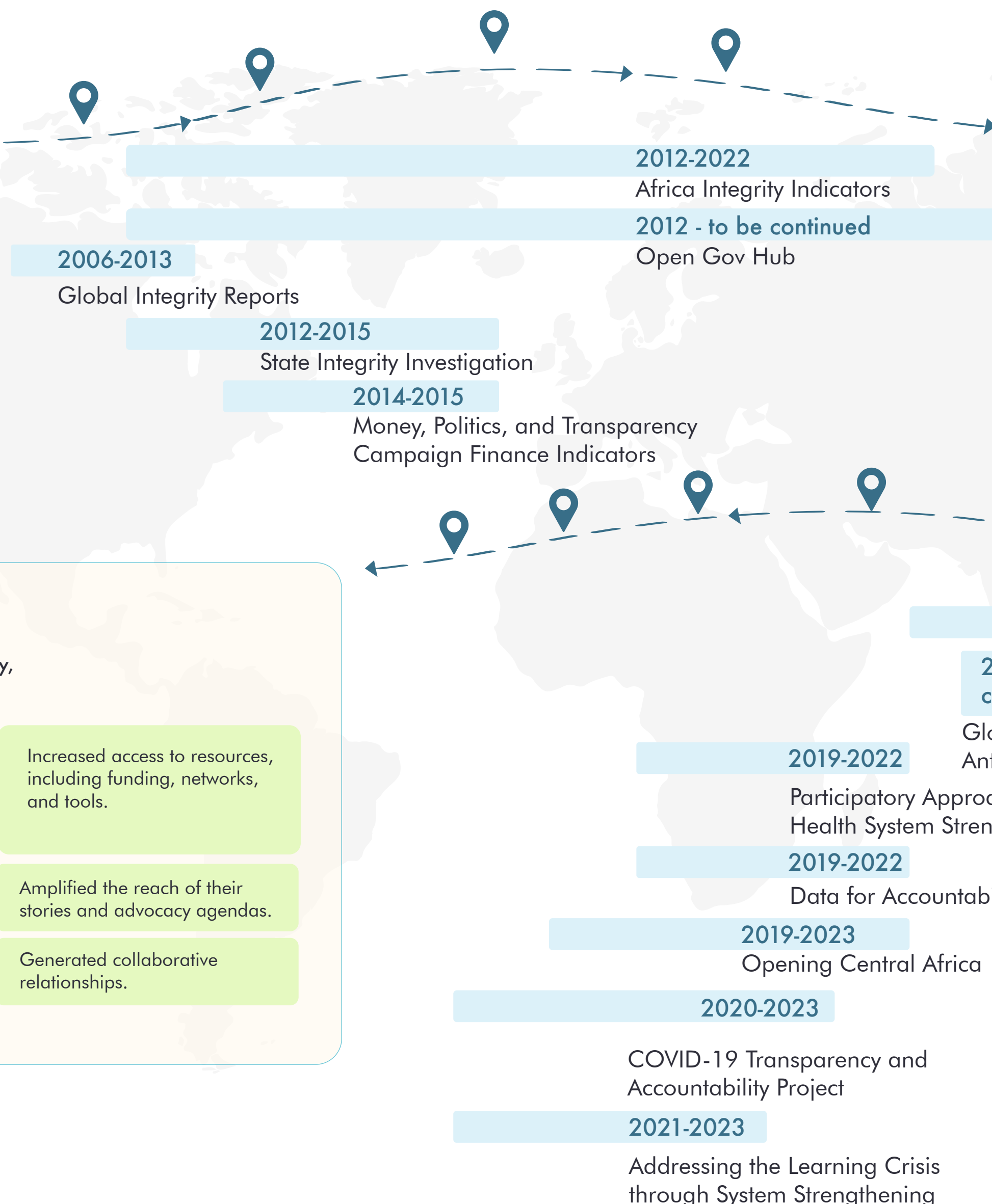


# Global Integrity's Journey



## Generating rigorous data

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



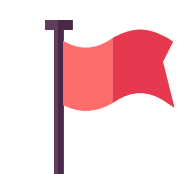
**Impact**  
After engaging with GI's evidence, especially around the difference between what the law says and what is implemented in practice, what we call the implementation gap, academics, civil society organizations, governments, and multilateral agencies:

- 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



**Impact**  
After partnering with Global Integrity, local governance reformers:

- Implemented more connected and coherent interventions that are more inclusive of traditionally excluded voices.
- Increased access to resources, including funding, networks, and tools.
- 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.



## Advocating for adaptation and learning

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

*\*2012- to be continued under the leadership of Development Gateway: An IREX Venture: [Open Gov Hub](#)*

Check some of our latest annual reports



2022



2020



2019



2017



2016



2015



2014

## Learning in Action

Global Integrity appreciates the collective knowledge and power of our global community of governance reformers. We have always aimed to learn with and from our partners and to openly share learning that can help shape practice and improve outcomes across the sector. Here, we summarize the most important lessons learned with our partners over the past 18 years.

### Learning Summaries



**Local leaders are best placed to advance governance reform, but that doesn't mean they must do it alone.**



**Governance reformers need access to real-world data and the skills and relationships to use it effectively.**



**Blueprint solutions don't work; changing governance systems requires learning-centered and adaptive approaches.**



**Community infrastructure for governance reformers is critical to strengthening impact and resilience.**



**Local leaders are best placed to advance governance reform, but that doesn't mean they must do it alone.**

We recognize that local partners who understand the needs and priorities of their communities and those most affected by corruption and poor service delivery must lead responses to governance challenges. However, we have seen 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. International allies have an important role to play in connecting local governance reformers with regional and global actors, amplifying local agendas, and building meaningful relationships and capacities that #shiftpower.

## From Insights To Action

Global Integrity has lived this learning by strengthening coalitions that advance reform in specific sectors (e.g., Opening Central Africa coalition tackling kleptocracy), creating communities of practice that facilitated peer learning and knowledge exchange (e.g., COVID-19 Transparency and Accountability Project), and amplifying the agendas and priorities of local open governance reformers (e.g., Addressing the learning crisis through system strengthening).



*Global Integrity joined forces with BudgIT, Connected Development, and local governance reform organizations in nine African countries to boost advocacy for stronger health systems in Africa. Together, this coalition of partners managed to build relationships with governments to improve health financing, increase access to information on public spending to hold governments to account, and, mobilize citizens to demand their rights and improve the responsiveness of local authorities. Global Integrity had a vital role in strengthening collaboration across countries to build a pan-African movement that has influenced regional and global discussions on misinformation, procurement, and health financing.*

## Questions for Further Exploration:

What would it take to consolidate further the validity of local knowledge in the global development sector?

What are the best approaches to balance donors' and local communities' expectations and priorities? What about the differences within communities?

How do we create the conditions for international allies to make the shifts necessary to advance the localization agenda while remaining sustainable?

How else can we build relationships between local actors and strategic partners that enable funding, connections, data, and skills-sharing opportunities?





## Organizations Doing The Work:



[Connected Development \(CODE\)](http://connecteddevelopment.org)



[Collectif Sassoufit](#)



[L'Association pour le Développement  
intégré et la solidarité  
Interactive\(ADISI\)](#)



[African Freedom of Information Center](#)



[BudgIT Foundation](#)

## Global Integrity's Resources

Reflections about donor strategies and the value they give to local leadership and learning - [USAID](#), [Hewlett](#), [OSF](#).

Inclusive conversation about the value — and limits — of [locally-led anti-corruption approaches](#), and the supportive role global actors can play.

Insights about context and causal mechanisms that determine how and why [individuals choose to engage in anti-corruption mechanisms](#).

Learnings on [how to strengthen locally-led efforts to combat kleptocracy in Central African countries](#).



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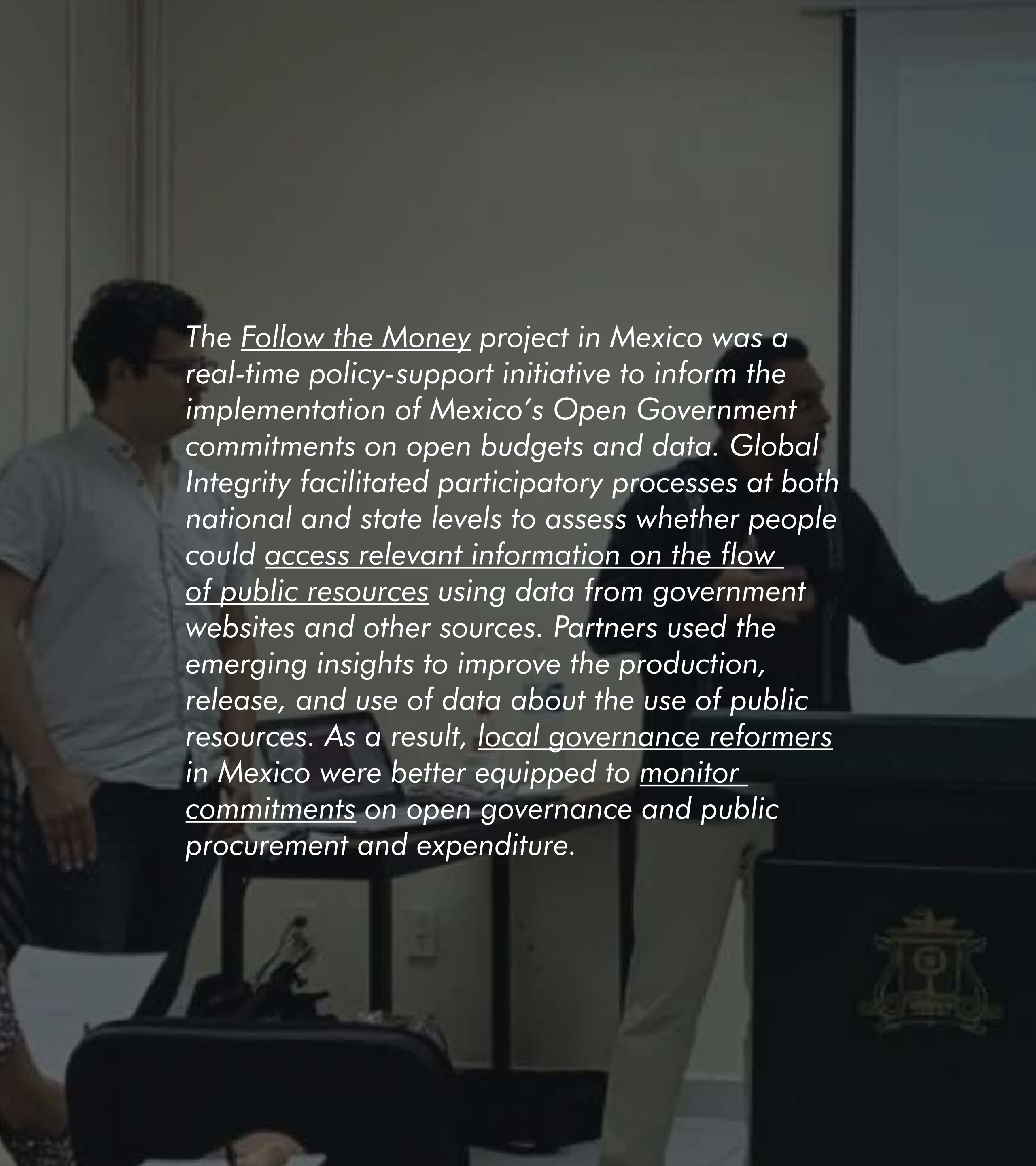


**Governance reformers need access to real-world data and the skills and relationships to use it effectively.**

Many efforts to generate data to improve anti-corruption and public service delivery initiatives have fallen short because data availability does not automatically translate into effective data use. Too often, research focuses on top-down technical and regulatory approaches, which have limited practical value and relevance to local contexts. Greater emphasis on translating evidence and data into actionable insights is needed. We understand that the best way to do this is by investing time and effort in building relationships that consider the role of power dynamics, values, and incentives, repackaging and sharing information in context-relevant ways, and developing capacities and enabling environments to act on data and research. When used this way, data, evidence, and insights support ongoing learning and adaptation that helps system actors contribute to more effective governance systems.

## From Insights To Action

Global Integrity has embedded this learning in our practice by developing accessible technical papers and articles, generating multimedia resources that enable the appropriation of concepts and the dissemination of impact and lessons (e.g., [GI-ACE program video](#)), producing databases and tools that facilitate access to and use of evidence to inform programming (e.g., [Africa Integrity Indicators](#)), and creating coalitions focused on generating accessible data that are inclusive of the most vulnerable ([open data for anti-corruption commitments](#), [Follow the Money](#)).



The [Follow the Money](#) project in Mexico was a real-time policy-support initiative to inform the implementation of Mexico's Open Government commitments on open budgets and data. Global Integrity facilitated participatory processes at both national and state levels to assess whether people could access relevant information on the flow of public resources using data from government websites and other sources. Partners used the emerging insights to improve the production, release, and use of data about the use of public resources. As a result, local governance reformers in Mexico were better equipped to monitor commitments on open governance and public procurement and expenditure.

## Questions for Further Exploration:

What platforms and tools could help governance reformers track and understand data, access and share resources, and co-create solutions across regions and thematic issues?

How can we address the gap between theory and real life, and academics' and practitioners' work more effectively?

How can increased political awareness and system thinking be used to identify and leverage more effective ways to use data in a particular context?

How can we balance the value of standardized data and tools with the needs, interests, and real opportunities in local contexts?



## Organizations Doing The Work:



[Open Data charter](#)



[Public Service Accountability Monitor](#)



[University of Sussex](#)



[Basel Institute on Governance](#)



[Gesoc AC](#)

## Global Integrity's Resources

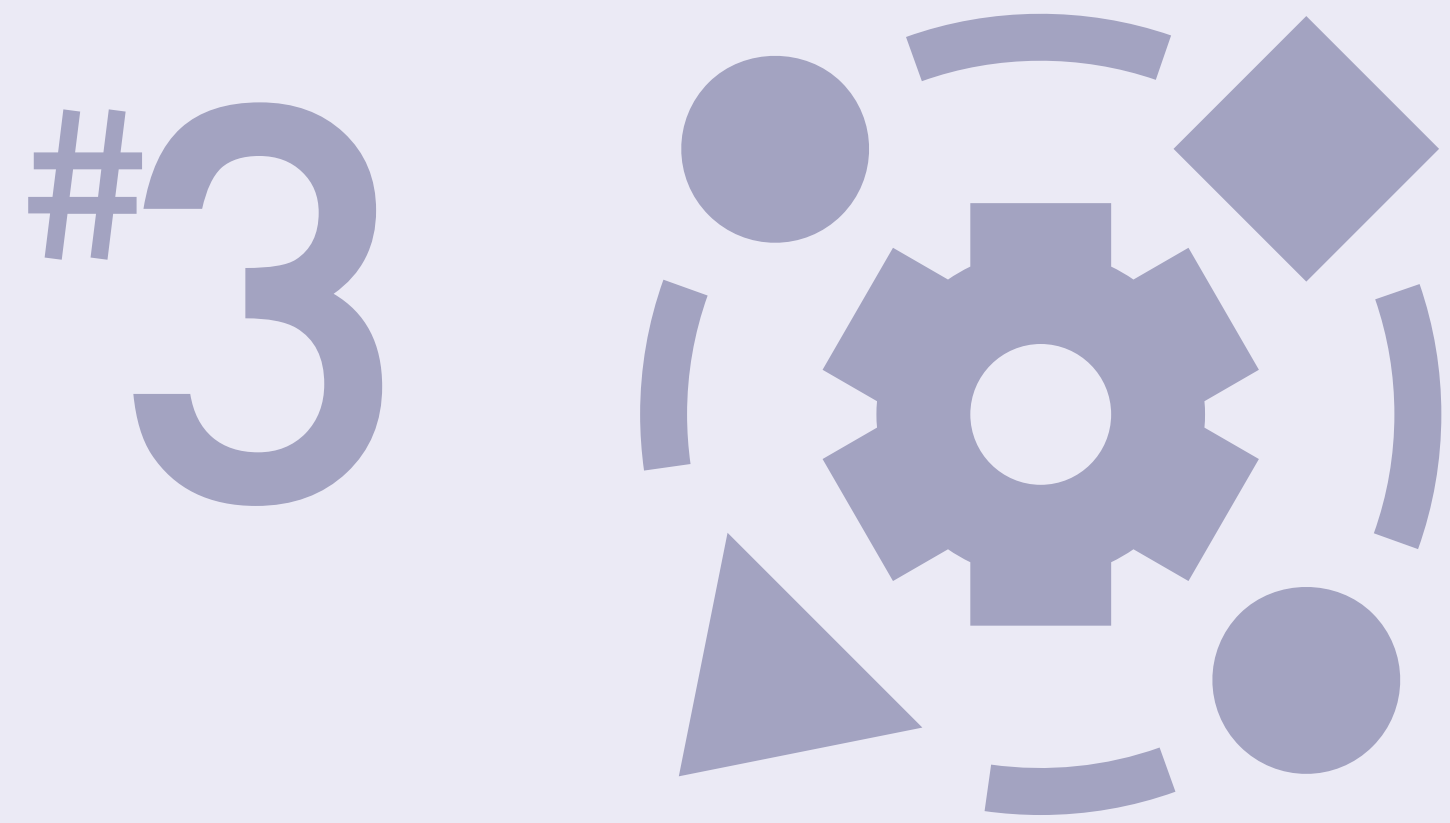
Reflections on how to enable organizations to shape and strengthen the integrity and effectiveness of the systems in which they operate.

Learnings for practitioners on how to translate evidence into actionable insights and develop more effective approaches to addressing corruption.

Our contribution to thinking and practice on the use of open data to fight corruption and the evolution of these efforts in the last five years.

Lessons and guidance on supporting country-level organizations in leveraging international mechanisms to increase data publication and use to fight corruption and respond to emergencies.





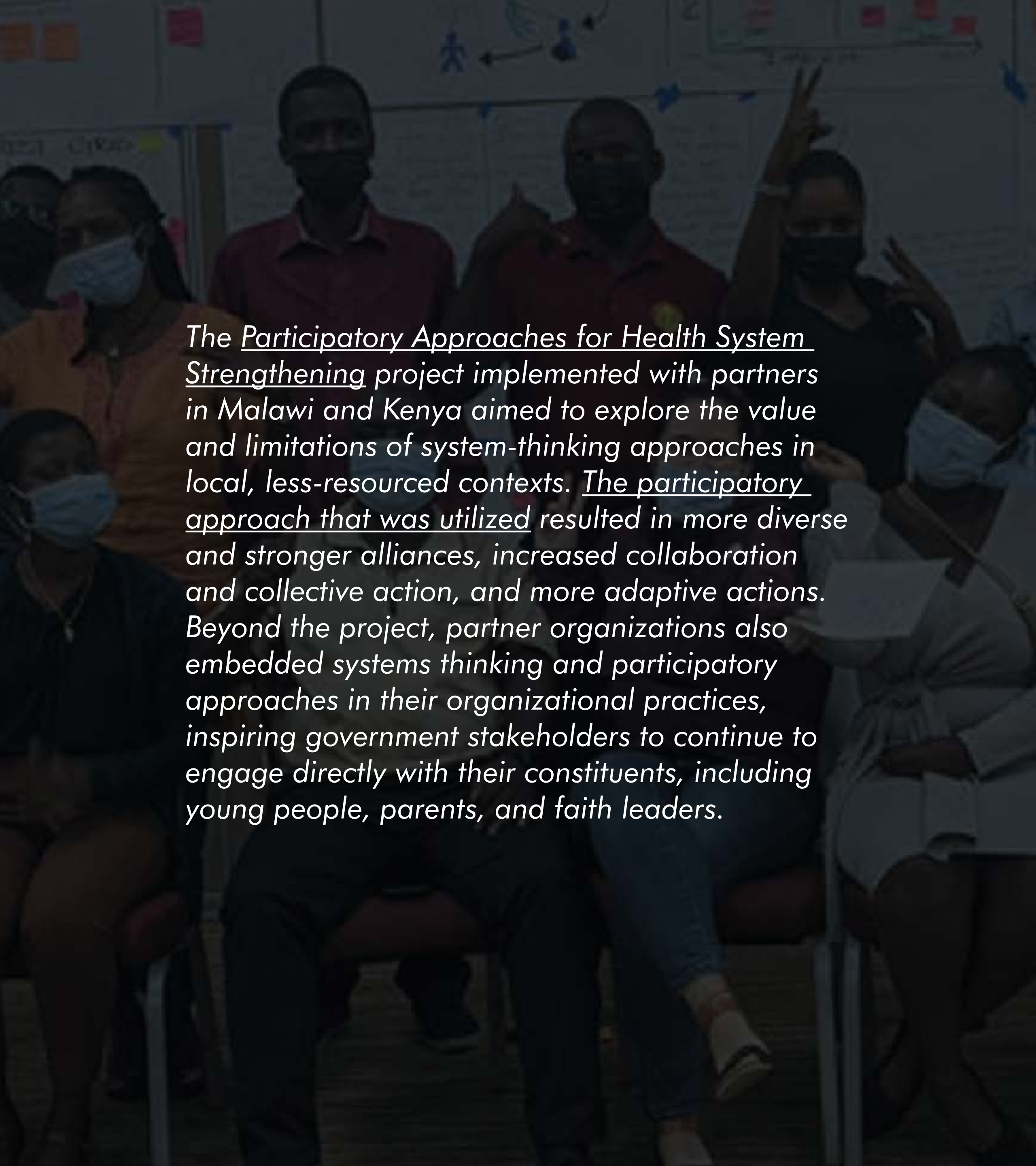
**Blueprint solutions don't work; changing governance systems requires learning-centered and adaptive approaches.**

Many anti-corruption and public service delivery initiatives fail to go beyond developing tools and resources for local governance reformers and address other critical 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. By dedicating time and resources to support partners to generate and use evidence and adaptive and learning approaches, we can facilitate more effective reform and inform broader sectoral discussions and decision-making on anti-corruption and public service delivery policy and programming.



## From Insights To Action

Global Integrity embedded this learning in our practice by facilitating workshops and events that convene local stakeholders to identify and develop emergent solutions (e.g., Building Bridges), designing and implementing collaborative agendas, and Monitoring, Evaluation, and Learning products that enable the use of evidence to strengthen project implementation and impact (e.g., TAI Data for Accountability Initiative), and generating context-adapted tools and guides that enhance capacity and support project design (e.g., Participatory Approaches for Health System Strengthening).



*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, inspiring government stakeholders to continue to engage directly with their constituents, including young people, parents, and faith leaders.*

## Questions for Further Exploration:

How can the development sector support and nurture adaptive learning behaviors more systematically and sustainably?

What would it take to embed monitoring and evaluation practices and methodologies that better balance accountability and learning?

How can we shift external monitoring and evaluation incentives and requirements in programming to promote more valuable and active learning at all levels?



## Organizations Doing The Work:



Cloneshouse Nigeria



International Budget Partnership Kenya



Centre for the Study of Adolescence



Ghana Anti-Corruption Coalition



Transparency and Accountability

# Global Integrity's Resources

Reflections on Global Integrity's tested model to adapt a strategy and its implementation while contributing to systemic change.

Ideas on how to implement adaptive management to fight kleptocracy

Insights on supporting country-level partners in developing learning tools and using them to reflect and adapt in their efforts to use data to demand accountability in Nigeria and Colombia

Recommendations on increasing the potential of data from licensing processes to support learning and systems thinking toward strengthening local governance in extractive regions





**Community infrastructure for governance reformers is critical to strengthening impact and resilience.**

Governance reformers often face two common challenges: big social problems – governance reform is too complex to achieve alone – and limited resources to fund responses. Community infrastructure can support these actors to be more adaptive and resilient by facilitating information- and resource-sharing, connections, and learning, which allows them to achieve an impact greater than the sum of their parts. Furthermore, community infrastructure has a crucial role to play in creating an enabling context for systems change by building relationships based on mutual trust and respect, convening like-minded actors around a shared purpose, and using insights to help drive and deliver collective action.

## From Insights To Action

Global Integrity has put this learning into practice by co-funding the world's first innovation hub for open governance reforms (e.g., [Open Gov Hub](#)), curating events and campaigns that amplify our partners' agendas (e.g., [Defending Democracy](#)), and supporting community infrastructure that promotes collective action for positive change around the world (e.g., [Global Affiliate Hubs](#)).



*Global Integrity and Development Gateway: An IREX Venture co-founded the [Open Gov Hub](#) in 2012. This dynamic meeting place in Washington, D.C., engages 70-plus member organizations (mainly nonprofits) in its collaborative coworking community. The convening power of the Hub increases the collective impact of member organizations united by three shared values: transparency, accountability, and civic participation. The Open Gov Hub exists to solve dual challenges of scarcity and complexity by sharing limited resources and collaborating to overcome governance challenges. The Open Gov Hub serves as an innovative social enterprise model for civil society collaboratives. In 2019, it spearheaded the [Global Affiliate Hubs](#) program for 13 like-minded civic innovation hubs across five continents and continues to connect local and global organizations to open up governments worldwide.*

## Questions for Further Exploration:

What resources, investments, and earned revenue models are needed to unlock the potential and sustainability of existing community infrastructure?

How can community infrastructure facilitate collaboration and relationship-building with different actors in the broader ecosystem?

How can community infrastructure avoid reinforcing existing power imbalances in the system and support greater diversity and inclusion among the community it serves?



## Organizations Doing The Work:



[Open Gov Hub](#)



[Development Gateway: An IREX Venture](#)



[Accountability Lab](#)



[Open Government Partnership \(OGP\)](#)



[Results for Development's Governance](#)



## Global Integrity's Resources

Insights from a multicountry exchange of dialogues and resources to help address democratic challenges in the U.S.

Interviews between friends and colleagues who have devoted their lives to changing the world going behind the scenes to explore why social change makers really do the work they do (podcast).

Experiences of those inspired by our OpenGov Hub model who have established similar civic innovation hubs in their home cities around the world.

Reflections on what it takes to run a community hub, its successes and challenges, including navigating the COVID-19 pandemic.

Stay tuned for more coming from the OpenGov Hub by joining its newsletter.





*Global Integrity's best assets have always been our people and our culture of collaboration, curiosity, and learning. Our multidisciplinary team has brought a wealth of knowledge and experience across sectors and regions and a commitment to co-creating evidence-based solutions that address the context-specificities and complexity of today's challenges and contribute to social justice.*

*Our partners inspired us, and we are honored to have accompanied you on this journey. We thank you for trusting us with your insights and sharing your knowledge openly. We hope Global Integrity's learning journey will continue to inform and inspire others in the anti-corruption and open governance movement. Global Integrity will close in December 2023, but we trust you to continue the struggle for more just, equitable, and accountable governance systems.*

*Thank you.*