TACTICAL TECHNOLOGY COLLECTIVE
2014 ANNUAL REPORT

ABOUT TACTICAL TECH

Tactical Technology Collective (https://tacticaltech.org) is a non-profit organisation, working since 2003 to advance the use of information and digital technologies by advocates and activists worldwide.

Based in Berlin, we work with an international network of partners and collaborators to help rights, accountability and transparency advocates and the communities they work with to use information and digital technologies effectively in their work.

REACH

We calculate our overall reach through three main channels: **Face-to-face** (in-person engagement); **Hands** (print materials); and **Eyes** (visits to our online materials).

2014 saw a **50%** increase in individuals reached through direct engagement, as well as a **50%** increase in use of our online materials. Distribution of our offline materials increased by **20%**.

In 2014, we:

- **[Face-to-face]** Connected directly with an estimated **6,000** advocates, activists, journalists, and others - in **36 countries** - through 51 workshops (< 2 days), 39 talks, 27 trainings (2-7 days), 17 panel discussions, 11 "flash training" events, 3 consultancies, 3 webinars, 2 collaborative working sprints, and 1 Training-of-Trainer event.
- **[Hands]** Distributed over **5,800** hard copies of our toolkits and guides (in book, booklet or DVD form), along with over **19,000** awareness-raising and info cards.
- **[Eyes]** Received over **2.8 million** visits to our online materials.

Our materials are licensed under Creative Commons, so that they can be freely shared, adapted, translated and remixed.

ORGANISATION

2014 marked the development period of a new three-year strategy period. Over the course of 2014 we put into place new internal structures and ways of working, and took on new staff. In April we moved to a bigger space in Mitte.

From 1 January 2014, Tactical Tech was also granted **ANBI** Status (a public benefit organisation) in the Netherlands. This has equivalence with the US 501 c3 status, meaning that Tactical Tech is now considered a non profit organisation in the US. Additionally, in 2014 Tactical Tech created a **German gGmbH** entity (a social non-profit business), which now exists alongside our primary registration as a Dutch Stichting.

Alongside our executive board made up of Tactical Tech's two co-founders, we are governed by a supervisory board of five members.

NEW THEMATIC AREAS

In 2014, Tactical Tech's work was organised within three thematic areas:

- **Digital Security and Privacy** builds the digital security awareness and skills of human rights defenders, journalists, anti-corruption advocates and activists.
- **Exposing and Shaping Issues** focuses on helping human rights defenders use technology and information for influence, accountability, transparency and justice.
- **Data Politics:** looks at the data brokering industry and what ordinary technology users can do to better protect their privacy in the face of large-scale data collection by both governments and companies.

Our work in these areas includes the production of online and printed toolkits and guides; films and animations; applied research; workshops, trainings and consultancies; and participation in talks, conferences and panel discussions.

ACTIVITIES

THEMATIC AREA: DIGITAL SECURITY

This is our largest thematic area of work. It currently has three major components: a toolkit (Security in-a-box), a training and community outreach initiative, and a set of applied research activities.

## Security in-a-box   (https://securityinabox.org)

Security in-a-box, our digital security toolkit developed in 2009 in collaboration with Frontline Defenders, remains our most sought-after resource. In 2014, we updated and added content online, and redeveloped the entire Security in-a-box platform for re-launch in 2015. Two new languages were added, bringing total translations to **15**.

The online toolkit received **2.5 million visits** in 2014 (an increase of 1 million).

Focused engagement with specific groups

LGBTI communities
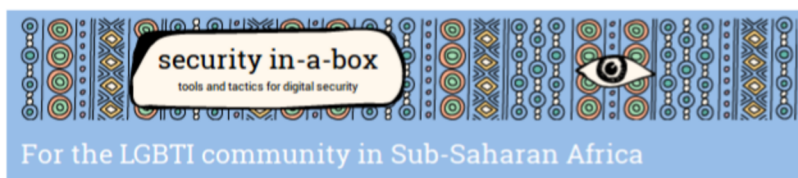
In 2014, we released a new guide on privacy and security for the LGBTI community in sub-Saharan Africa. Our 2013 online guide written for the LGBTI community in the Middle East and North Africa received over **25,000 visits**.

https://securityinabox.org/en/lgbti-mena ; https://securityinabox.org/en/lgbti-africa

Transparency and accountability actors

We also released a new guide for environmental rights defenders in sub-Saharan Africa. https://securityinabox.org/en/eco-rights-africa

Gender, privacy and security

To kick off a new project focused on gender, privacy and security, in December we held a week-long hands-on training event for almost **80 women** from over **30 countries**. The event received over 350 applications.
https://tacticaltech.org/gender-tech-institute

Funders
Significant progress was made on a new curriculum, to be launched in 2015.

Direct engagement: Training and training trainers

In 2014 we continued to build the digital security skills of human rights defenders and future trainers, through small-group trainings as well as flash interventions at large events, offering on-the-spot advice and materials.

We reached an estimated **3,200** rights defenders and activists through face-to-face engagement: 1,800 participated in one of 26 digital security trainings (2-5 days), 26 workshops (< 2 days), 7 flash interventions, 2 consultancies, and 1 training-of trainer event. 1,400 were reached through 20 talks, 7 panels, and 2 webinars.

Applied Research

Holistic Security (https://tacticaltech.org/projects/holistic-security)
The Holistic Security project aims to bring together the digital security, physical security and psycho-social well-being issues a human rights defender may face. In 2014, we made significant progress in the creation of holistic security materials, and built an enthusiastic cross-domain community around the project.

Habit change: Moving from knowing to acting
Even when advocates understand the risks, they often do not change their digital

habits and practices. Why, and what can be changed? The first results from our research will be published in 2015.

THEMATIC AREA: EXPOSING AND SHAPING ISSUES

This work focuses on new forms of finding, creating and representing evidence.

Direct Engagement

In 2014 we continued to engage with rights advocates and others directly, through workshops, talks, panels and consultancies.

In 2014 we reached over **1,400** rights advocates, activists, journalists and others directly, through **23** workshops, **11** talks, **6** panel discussions, **1** consultancy, **1** peer working sprint, and **1** webinar.

Exposing the Invisible (https://exposingtheinvisible.org)
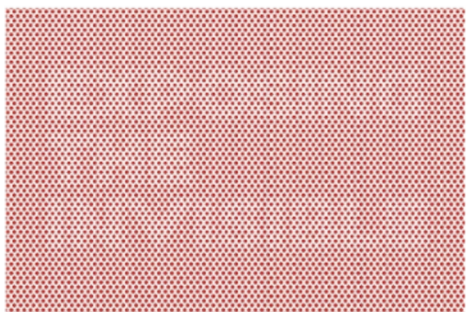
Our Exposing the Invisible project offers activists, rights advocates, journalists and others the means to explore new forms of investigation. The project includes three films and a bank of investigative resources. In 2014, we focused on outreach and on development of phase two of the project.

In 2014, the Exposing the Invisible films reached **3,150** people through **90** screenings and **9** film and documentary festivals in **38** countries, and were watched online over **25, 800** times. *Unseen War*, which looks at drone strikes in Pakistan, was shown on TV in Pakistan, reaching a further **1.6 million** viewers. The investigative resource bank was consulted by **19,557** people.

Visualising Information for Advocacy (https://visualisingadvocacy.org)

Our Visualising information for Advocacy project includes a 160-page book, *Visualising Information for Advocacy,* a website, and ongoing engagement through workshops, trainings, and talks.

In 2014, we promoted and distributed the book, worked toward a 2nd edition print run, released a free digital edition, and made progress on three translations and an additional chapter for the Arabic version. We also launched a blog series on data and design.

In 2014, the book was distributed in print to **1,850** people, and downloaded **869** times and read online **2,444** times in two months. The Visualising Information for Advocacy website received **32,210** visits.

Work with Think tanks: Presenting Research for Influence

In 2014 we concluded a project working with three **think tanks** which resulted in visualisations in different formats, and ran a **workshop** for representatives from 14 Eastern European think tanks. (https://tacticaltech.org/news/think-tanks-creatively-communicating-research)

Women's Rights Campaigning: Info-activism Toolkit (https://womensrights.informationactivism.org)

In 2014 we **translated** our **Women's Rights Campaigning: Info-activism Toolki**t into four languages, and created a **printed guide**, translated into three languages. In 2014, the online toolkit received **8,128** visitors.

Contributions to external publications

In 2014 we contributed a chapter ito the Routledge University textbook 'Diversity and Design', and a chapter to an upcoming book titled 'Image Operations: Still and Moving Images in Political Conflicts', to be published by Manchester University Press in 2015.

THEMATIC AREA: POLITICS OF DATA

This is an emerging and rapidly expanding area for Tactical Tech, focused on what it means to be politically engaged in a data society, and asking questions around the politics of data itself: Who owns it? Who controls it? How is it used?

Direct engagement

In 2014, we reached an estimated **1,400** rights advocates and others directly, through **8** talks, **4** panel discussions, **2** workshops (<2 days) and **1** training (8 days)

Me and My Shadow (https://myshadow.org)

Me and My Shadow focuses on exploring and understanding the digital traces we leave behind us online, and offers users strategies and tools to protect their privacy online.

In 2014 MyShadow.org underwent a rebuild and was translated into four languages. A new blog series on surveillance was published, and we released a short introductory animation about digital shadows. We also undertook significant research on the data industry.   In 2014 the website received **93, 634 visits.**

Three new sub-projects: In 2014, we launched and made significant progress on three new sub-projects:

Alternatives - a project which aims to help people better understand the choices available to them in terms of online services (to be released in 2015).

Political engagement in a data society - in 2014 we engaged with various groups and individuals and tested methodologies; these will inform stage two of the project.

Trackography In December we launched a new open source tool called "Trackography". The tool shows how we are tracked when we read the news online - by which companies, and through which countries.

Applied research: Privacy in Technology and Transparency

This project investigates the tensions within the application of technology for transparency and accountability for citizens. Findings will be published in 2015.

COMMUNICATIONS

In 2014, subscribers to our monthly newsletter **In the Loop** increased by **83%**, with **1,870 subscribers** by the end of the year. In the same time period, our **@info_activism** Twitter followers increased by almost **40%**, with 14,627 by the end of 2014. We also redeveloped our website, for re-launch in 2015. https://tacticaltech.org/

PRESS

In 2014 we were featured in, among others:

The Guardian, Huffington Post, The Express Tribune with the International New York Times, Handelsblatt Global (print edition), Wired UK, Global Voices, Deutsche Welle, Neues Deutschland, exBerliner, Irish Times, Cicero Magazin für Politische Kultur, Public Herald, South Asian Media, Mondiaal News, and Wales on Sunday.

GOVERNING BOARD

Tactical Tech is currently governed by an executive board, consisting of Tactical Tech's two co-founders **Stephanie Hankey** and **Marek Tuszynski,** and a supervisory board made up of five members:

Rahul Bhargava, research specialist at the MIT Center for Civic Media, US;
Katarzyna Szymielewicz, co-founder of the Panoptykon Foundation, Poland;
Andrew Anderson, Deputy Director of Front Line, the International Foundation for the Protection of Human Rights Defenders ;
Ravi Agarwal, founding director of Toxics Link, India; and
Andre Wilkens, Director of the Mercator Centre Berlin.

FUNDING

In 2014, we received funding from the Oak Foundation, Hivos, SIDA, the Open Society Foundations, the Sigrid Rausing Trust, Omidyar Network and AJWS and one anonymous donor.

STATEMENT OF FINANICAL ACTIVITIES ENDED DECEMBER 2014

	Restricted funds (EUR)	Unrestricted funds (EUR)	Total 2014 (2014)	Total 2013 (EUR)
Total incoming resources	1,532,022	331,526	1,863,548	1,496,613
Total expenditure*	1,602,926	259,802	1,862,728	1,781,156

*note: expenditure appears heigher than incoming resources due to multi-year funding carried over from the previous year.

Stichting The Tactical Technology Collective

Abbreviated Financial Statements
(extracts from the full audited financial statements)

Year ended: 31 December 2014

Stichting The Tactical Technology Collective

Contents

Legal and administrative information
For the year ended 31 December 2014

Status

The organisation is registered under Dutch law as a non-profit foundation (Stichting). The organisation was founded on the 21 February 2003. The Company was established under a deed which sets out the objects, powers and governance of the organisation.

Directors :

Stephanie Hankey
Marek Tuszynski

Principal Operational Address

Brunnenstrasse 9
Berlin 10119
Germany

Registered Office:

Kingsfordweg 151
Amsterdam
1043 GR
Netherlands

Auditor:

Nick Brajkovich Limited
Chartered Accountants and
Registered Auditor
29 Withers Avenue
Warrington
Cheshire
WA2 8EU

UK Registered Number : FCO28520

Stichting The Tactical Technology Collective

Statement of Financial Activities
For the year ended 31 December 2014

	Notes	Restricted Funds €	Unrestricted Funds €	Total 2014 €	Total 2013 €
Incoming Resources					
Incoming resources from generated funds					
Studio work, training & toolkits		10,916	105,638	116,554	72,986
Interest received		-	1,941	1,941	6,339
Incoming resources from charitable activities					
Politics of data		96,939	-	96,939	-
Shaping & exposing issues		295,359		295,359	716,134
Digital security & privacy		1,078,808	-	1,078,808	535,947
Administration & overheads		50,000	-	50,000	50,000
General programme funding		-	223,947	223,947	115,207
Total incoming resources		1,532,022	331,526	1,863,548	1,496,613
Resources expended					
Costs of generating funds					
Studio work, training & toolkits		-	40,145	40,145	39,614
Charitable activities					
Politics of data		150,330	-	150,330	-
Shaping & exposing issues		344,593	-	344,593	923,508
Digital security & privacy		1.089,438	-	1,089,438	596,943
Administration & overheads		50,000	-	50,000	50,000
General programme costs	2	-	179,514	179,514	163,447
Compliance costs	3	-	8,708	8,708	7,644
Total expenditure		1,634,361	228,367	1,862,728	1,781,156
Net surplus/(deficit) for the year		(102,339)	103,159	820	(284,543)
Net Movement in funds					
Fund balances brought forward at 1st January		356,569	484,115	840,684	1,125,227
Fund balances carried forward at 31st December		254,230	587,274	841,504	840,684

The notes on pages 4 to 6 form part of these financial statements.

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

Balance Sheet as at 31 December 2014

	Notes	2014 €	2014 €	2013 €	2013 €
Fixed Assets					
Tangible fixed assets	5		9,108		381
Current assets					
Debtors	6	70,561		27,791	
Cash at bank and in hand		816,249		885,282	
			886,810		913,083
Creditors: amounts falling due one year	7		(54,414)		(72,780)
Net current assets			832,396		840,303
Total Net Assets			841,504		840,684
Funds	8		841,504		840,684

The financial statements were approved by the directors and signed on their behalf by:

………………………………….. (Chair)   ....
Stephanie Hankey   Marek Tuszynski

17th July 2015

Notes forming part of the financial statements
For the year ended 31 December 2014

1   Accounting policies

(a)   **Basis of preparation**

The financial statements have been prepared under the historical cost convention, United Kingdom Generally Accepted Accounting Practice and in accordance with   the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" published in March 2005 and applicable accounting standards.

(b)   **Incoming resources**

Revenue grants are included in the SOFA when received or receivable, whichever is earlier. Income from activities generating funds is recognised when invoiced.

Income from studios work, training and toolkits derives from fees for services provided by TTC.

(c)   **Resources expended**

All expenditure is accounted for on an accruals basis and includes attributable VAT where this is charged.

(d)   **Fund accounting**

Unrestricted funds are available for use at the discretion of the directors in furtherance of the general objectives of the organisation and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by funders or which have been raised by the organisation for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

(e)   **Governance costs**

These are costs associated with constitutional and statutory requirements.

(f)   **Tangible fixed assets and depreciation**

Depreciation is provided on all tangible fixed assets at rates calculated at the following rates, so as to write off the cost over their expected useful economic lives:

Computer equipment   25.00 % on cost

 Fixtures and fittings   25 % reducing balance basis

(g)   **Foreign currencies**

Assets and liabilities in foreign currencies are translated into Euros at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into Euros at the rate ruling at the date of the transaction. Exchange differences are taken into account in arriving at the operating result.

Notes forming part of the financial statements
For the year ended 31 December 2014

2 Tangible fixed assets

	Fixtures & Fittings €	Computer Equipment €	Total €
Cost			
At 1 January 2014	-	2,908	2,908
Additions	5,796	6,344	12,140
At 31 December 2014	5,796	9,252	15,048
Depreciation			
At 1 January 2014	-	2,527	2,527
Charge for the year	1,449	1,964	3,413
At 31 December 2014	1,449	4,491	5,940
Net book value			
At 31 December 2014	4,347	4,761	9,108
At 31 December 2013	-	381	381

3   Debtors

	2014 €	2013 €
Trade debtors	5,800	23,346
Prepayments & accrued income	38,610	4,445
Other debtors	26,151	-
	27,791	27,791

4   Creditors: amounts falling due within one year

	2014 €	2013 €
Accruals	54,414	72,780
	54,414	72,780

Notes forming part of the financial statements
For the year ended 31 December 2014

5   Funds

	Balance as at 01.01.2014 €	Incoming resources €	Outgoing resources €	Balance as at 31.12.14 €
Restricted funds				
Politics of data	0	96,939	150,330	(53,391)
Shaping & exposing issues	(29,220)	295,359	344,593	(78,454)
Digital security & privacy	385,789	1,078,808	1,089,438	375,159
Administration & overheads	0	50,000	50,000	0
Total	**356,569**	**1,521,106**	**1,634,361**	**243,314**
Unrestricted funds				
Studios work, training & toolkits	46,816	116,554	40,145	123,225
General programme Funds	437,299	225,888	188,222	474,965
Total	**484,115**	**342,442**	**228,367**	**598,190**
	840,684	1,863,548	1,862,728	841,504