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.


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


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](https://tacticaltech.org/news/think-tanks-creatively-communicating-research))

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

In 2014 we **translated** our Women's Rights Campaigning: Info-activism Toolkit 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**


**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](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:


GOVERNING BOARD

Tactical Tech is currently governed by an executive board, consisting of Tactical Tech's two co-founders Stephanie Hankey and Marek Tuszyński, 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 Panoptikon 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.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total incoming resources</strong></td>
<td>1,532,022</td>
<td>331,526</td>
<td>1,863,548</td>
<td>1,496,613</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td>1,602,926</td>
<td>259,802</td>
<td>1,862,728</td>
<td>1,781,156</td>
</tr>
</tbody>
</table>

*note: expenditure appears higher 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
## Contents

<table>
<thead>
<tr>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal and administrative information</td>
<td>1</td>
</tr>
<tr>
<td>Statement of financial activities</td>
<td>2</td>
</tr>
<tr>
<td>Balance sheet</td>
<td>3</td>
</tr>
<tr>
<td>Notes to the financial statements</td>
<td>4/6</td>
</tr>
</tbody>
</table>
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 Tuszyński

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
Statement of Financial Activities
For the year ended 31 December 2014

<table>
<thead>
<tr>
<th>Notes</th>
<th>Restricted Funds €</th>
<th>Unrestricted Funds €</th>
<th>Total 2014 €</th>
<th>Total 2013 €</th>
</tr>
</thead>
</table>

### 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
- 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*
- Compliance costs: 2 - 179,514 179,514 163,447

**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

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>5</td>
<td>9,108</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>6</td>
<td>70,561</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td></td>
<td>816,249</td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>7</td>
<td>(54,414)</td>
</tr>
<tr>
<td>Net current assets</td>
<td></td>
<td>832,396</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td></td>
<td>841,504</td>
</tr>
<tr>
<td>Funds</td>
<td>8</td>
<td>841,504</td>
</tr>
</tbody>
</table>

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

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

17th July 2015
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:

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Depreciation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer equipment</td>
<td>25.00 % on cost</td>
</tr>
<tr>
<td>Fixtures and fittings</td>
<td>25 % reducing balance basis</td>
</tr>
</tbody>
</table>

(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

<table>
<thead>
<tr>
<th></th>
<th>Fixtures &amp; Fittings €</th>
<th>Computer Equipment €</th>
<th>Total €</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 January 2014</td>
<td>-</td>
<td>2,908</td>
<td>2,908</td>
</tr>
<tr>
<td>Additions</td>
<td>5,796</td>
<td>6,344</td>
<td>12,140</td>
</tr>
<tr>
<td><strong>At 31 December 2014</strong></td>
<td>5,796</td>
<td>9,252</td>
<td>15,048</td>
</tr>
</tbody>
</table>

Depreciation

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 January 2014</td>
<td>-</td>
<td>2,527</td>
<td>2,527</td>
</tr>
<tr>
<td>Charge for the year</td>
<td>1,449</td>
<td>1,964</td>
<td>3,413</td>
</tr>
<tr>
<td><strong>At 31 December 2014</strong></td>
<td>1,449</td>
<td>4,491</td>
<td>5,940</td>
</tr>
</tbody>
</table>

Net book value

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>At 31 December 2014</td>
<td>4,347</td>
<td>4,761</td>
<td>9,108</td>
</tr>
<tr>
<td><strong>At 31 December 2013</strong></td>
<td>-</td>
<td>381</td>
<td>381</td>
</tr>
</tbody>
</table>

3 Debtors

<table>
<thead>
<tr>
<th></th>
<th>2014 €</th>
<th>2013 €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>5,800</td>
<td>23,346</td>
</tr>
<tr>
<td>Prepayments &amp; accrued income</td>
<td>38,610</td>
<td>4,445</td>
</tr>
<tr>
<td>Other debtors</td>
<td>26,151</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>27,791</td>
<td>27,791</td>
</tr>
</tbody>
</table>

4 Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2014 €</th>
<th>2013 €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accruals</td>
<td>54,414</td>
<td>72,780</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>54,414</td>
<td>72,780</td>
</tr>
</tbody>
</table>
Notes forming part of the financial statements  
For the year ended 31 December 2014

5 Funds

<table>
<thead>
<tr>
<th></th>
<th>Balance as at 01.01.2014 €</th>
<th>Incoming resources €</th>
<th>Outgoing resources €</th>
<th>Balance as at 31.12.14 €</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restricted funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Politics of data</td>
<td>0</td>
<td>96,939</td>
<td>150,330</td>
<td>(53,391)</td>
</tr>
<tr>
<td>Shaping &amp; exposing issues</td>
<td>(29,220)</td>
<td>295,359</td>
<td>344,593</td>
<td>(78,454)</td>
</tr>
<tr>
<td>Digital security &amp; privacy</td>
<td>385,789</td>
<td>1,078,808</td>
<td>1,089,438</td>
<td>375,159</td>
</tr>
<tr>
<td>Administration &amp; overheads</td>
<td>0</td>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>356,569</td>
<td>1,521,106</td>
<td>1,634,361</td>
<td>243,314</td>
</tr>
<tr>
<td><strong>Unrestricted funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Studios work, training &amp; toolkits</td>
<td>46,816</td>
<td>116,554</td>
<td>40,145</td>
<td>123,225</td>
</tr>
<tr>
<td>General programme Funds</td>
<td>437,299</td>
<td>225,888</td>
<td>188,222</td>
<td>474,965</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>484,115</td>
<td>342,442</td>
<td>228,367</td>
<td>598,190</td>
</tr>
<tr>
<td></td>
<td>840,684</td>
<td>1,863,542</td>
<td>1,862,728</td>
<td>841,504</td>
</tr>
</tbody>
</table>