

MEXICO

Annual Report

2025

Contents

02

Vision, Mission and Values

04

From Community Voice to System Change

13

Media, Digital Engagement, and Public Visibility

15

Staff and Board Members

15

Budget Highlights



Vision, Mission and Values

A YEAR OF ADAPTATION, FOCUS, AND EXPANDED REACH

January 2025 marked a turning point for civil society –nationally, regionally, and globally. Funding landscapes shifted rapidly, institutional pressures intensified, and organizations were required to adapt in real time.

For Accountability Lab Mexico, this was a year defined by flexibility, openness, and disciplined focus. Rather than retreat, we built on the groundwork laid in 2024—refining our understanding of the democracy, rights, and governance ecosystem in Mexico and across Latin America, and

clarifying where we can add the most value.

In this context, 2025 became a year of showing up more intentionally—stronger, more visible, and more connected. We deepened partnerships, strengthened institutional dialogue, and adopted a more dynamic communications approach to engage broader audiences.

Our work operated across three critical intersections:

- Between communities and institutions
- Between integrity and collaborative accountability
- Between art, narrative, and public policy

Through CivActs, we strengthened our role as a bridge between urban peripheries and participatory governance, translating community priorities into institutional processes.

Integrity Icon 2025 became our most engaging edition to date – mobilizing record nominations and public participation at a time of declining institutional trust. Building on this momentum, we are reimagining the campaign beyond a focus on individual recognition, toward a collective approach centered on peer learning and the replication of good practices.

With Music4Change, we introduced a rights-centered approach that connects artistic expression with accountability and narrative change, addressing polarization and the stigmatization of migrant communities.

Across these initiatives, Accountability Lab Mexico functioned as a connector –bringing together communities, public servants, artists, and reformers to generate both tangible outcomes and longer-term systemic influence.

Looking ahead, we remain committed to collaboration. Our focus is not to reinvent solutions, but to strengthen impact through partnerships, coalitions, and networks – both expected and unexpected.

With a lean and deeply committed team, we enter 2026 ready to deepen peer-based accountability, expand community-to-institution bridges, and scale narrative-driven approaches to governance challenges.

In a context defined by uncertainty, our commitment remains clear: to strengthen the connections between people, power, and possibility.

- Ana Lozano, Country Co-Lead

VISION AND MISSION

We bridge people and power to strengthen accountability, expand participatory governance, and harness art and collaboration to build more just and responsive institutions.



VALUES

Throughout 2025, as Accountability Lab advanced its translocal reimagining process, many of the values that are currently being formalized at the network level have been present in how we work. To us, integrity, learning, equity, transparency, and solidarity are a daily practice. We follow through on commitments, name challenges early, share information openly, and treat accountability as a constant discipline, both individually and collectively.

Care sits at the center of how we operationalize these principles, and it can look like self-care, collective care, and shared responsibility. We design processes that **amplify voices** and **acknowledge power differences**, facilitate conversations rather than dominate them, and **work collegially** rather than as lone actors. We continuously learn from communities, partners, and peers and generously share knowledge. In moments of pressure and constraint, we show up for one another and build partnerships, reinforcing trust, ownership, and mutual accountability as the foundation of our work.

From Community Voice to System Change



CIVACTS: BRIDGING COMMUNITIES AND PUBLIC SYSTEMS

Grounded in Community Priorities

In Yuguelito, a self-governed informal settlement in Iztapalapa, Accountability Lab Mexico continued its work to strengthen community-led accountability and improve access to public resources.

Following a participatory diagnosis conducted in 2024, the focus in 2025 shifted toward supporting residents in engaging with formal participatory democracy mechanisms for the first time.

Through technical trainings and a fully participatory design process, residents worked collectively to define priorities and co-create solutions. This resulted in the development and submission of a “Safe Pathway” proposal to Mexico City’s Participatory Budget mechanism, integrating paving, lighting, and safety infrastructure along a high-risk corridor.

The process strengthened community capacity – equipping residents with tools to organize, engage, and advocate for their needs within formal systems.

At the same time, it surfaced structural barriers that continue to limit access for informal settlements, highlighting the need for more inclusive approaches to participation.

KEY RESULTS:

- 3 community assemblies (250–300 participants each)
- 1 training for community coordinators and leaders
- 6 interviews with community leaders



Advancing Institutional Change

What begins as community-led action is carried forward through sustained engagement with institutional systems.

Following the rejection of Yuguelito’s Safe Pathway proposal due to the settlement’s irregular status – despite this not being an official exclusion criterion – we documented key lessons and identified systemic gaps within Mexico City’s Participatory Budget mechanism.

The resulting diagnosis, outlining technical and strategic recommendations, was presented to the Mexico City

Electoral Institute (IECM), which oversees citizen participation mechanisms.

This engagement opened a constructive dialogue, and our recommendations informed adjustments for the 2026–2027 cycle, including:

- clearer evaluation criteria
- increased transparency
- improved training for borough authorities and project evaluators

In parallel, we pursued alternative institutional pathways to advance the Safe Pathway initiative.

Local Congresswoman Valeria Cruz introduced a formal motion in the Mexico City Congress advocating for the project’s implementation in Yuguelito.

We continue to work with her office and, through her team, a meeting with the Secretariat of Public Infrastructure and Services is being planned to move the project toward execution.

Through CivActs, Accountability Lab Mexico connects community priorities with institutional processes – ensuring that participation leads to tangible outcomes.



THE DATA:

- **Nominations: 87**
 - Men: 22
 - Women: 65
- **Geographic reach:**
Sinaloa (66), Quintana Roo (9), Nuevo León (4), Jalisco (2), Estado de México (2), Puebla (2), Hidalgo (1), Oaxaca (1)
- **Integrity Icons recognized: 5**
- **Jury members: 4**
- **Total public votes: 11,067**
- **Integrity Summit participation:**
 - In-person: 111
 - Virtual: 415

INTEGRITY ICON: STRENGTHENING TRUST IN CHALLENGING TIMES

Working Closely with Citizens

As institutional autonomy in Mexico continues to face increasing strain, the 2025 Integrity Icon campaign placed accountability at the forefront – highlighting integrity as a practiced and embodied foundation that sustains transparency, citizen oversight, and democratic governance.

The campaign received 87 nominations from eight states and mobilized 11,067 public votes, reflecting strong public engagement and a continued demand for accountable governance.

At its core, Integrity Icon is shaped by public participation. Citizens nominate, vote, and engage in defining what account-

ability should look like, ensuring that the campaign remains grounded in lived experience and public expectations.

Five public servants were recognized for advancing accountability in distinct and meaningful ways:

- **Irene Zacarías** (Nuevo León) strengthened citizen-centered transparency through accessible and community-informed approaches.
- **Víctor Manuel Gallardo Barraza** (Sinaloa) promoted ethical culture within public institutions, drawing on decades of public service.
- **Itzé Coronel** advanced gender-responsive governance through her leadership of the Department of Women in Science.
- **Miguel Ángel Galindo** (Puebla) transformed public data

into accessible tools for citizens.

- **Enriqueta Odette Ruiz** (Quintana Roo) strengthened participatory planning processes centered on community needs.

Itzé Coronel received the highest number of public votes, demonstrating how integrity resonates when it translates into inclusive and responsive governance.

The Integrity Summit, which convened 526 participants (in person and online), further expanded public dialogue –bringing together citizens, public servants, and reformers to reflect on what accountable governance looks like in practice.



Strengthening Accountability Within Institutions

While public participation shapes the campaign, its impact is strengthened through direct engagement with institutions.

For the campaign’s call for nominations, Accountability Lab Mexico partnered with the National Anti-Corruption System (SNA) and the Permanent Commission of State-Federation Comptrollers to amplify outreach and elevate best practices from within public institutions.

Leaders from both bodies publicly acknowledged the impor-

tance of initiatives like Integrity Icon at a time of declining trust in institutions, reinforcing the need to spotlight integrity as a cornerstone of democratic accountability.

The Integrity Summit, held in partnership with Práctica Lab through its flagship forum Política Nocturna, convened senior policymakers for an open dialogue titled “Integrity and Good Governance: How Can Power Serve Rather Than Serve Itself?”

Following the recognition of the five Icons, high-level officials –including Senator Javier Corral, OECD Senior Integrity Specialist Jacobo Pastor García Villarreal, Irais Barreto of

the Secretariat of Anti-Corruption and Good Government, and Laura Enríquez Rodríguez, President Commissioner of InfoCDMX – engaged directly with awardees and citizens.

This created a rare and important space where institutional reform, public accountability, and lived experience converged.

Through these efforts, Integrity Icon moves beyond recognition –supporting reform from within while reinforcing accountability as a shared civic standard.

MUSIC4CHANGE: USING ART TO SHIFT NARRATIVES

Centering Lived Experience Through Creative Expression

In 2025, Music4Change completed its artistic creation phase through a program co-designed with fellows, singer-songwriters, and community practitioners Leiden and Ileri Almonte.

Over a three-month period, participants – many of whom are in mobility contexts – engaged in testimonial songwriting, producing four individual songs and one collective piece rooted in lived experience.

The process created a space for participants to reflect on identity, dignity, and rights, particularly within a context where migrant communities often face stigma, exclusion, and disinformation.

Through storytelling and creative expression, participants were able to articulate personal experiences that are often overlooked in public discourse, strengthening both individual voice and collective narrative.

At its core, Music4Change is grounded in proximity to people –ensuring that lived experience is not only heard, but centered in how narratives around migration and identity are shaped.

THE DATA:

- **Total participants: 37**
- **Distribution by gender:**
 - Women: 19 (52.8%)
 - Men: 15 (41.7%)
 - Non binary: 1 (2.8%)
 - Other identity: 1 (2.8%)
- **Distribution by age group:**
 - Adults (18+): 16 (44.4%)
 - Minors: 20 (55.6%)
- **Distribution by country of origin:**
 - Venezuela: 21 (58.3%)
 - Colombia: 7 (19.4%)
 - Honduras: 4 (11.1%)
 - Chile: 1 (2.8%)
 - Panamá: 1 (2.8%)
 - Ecuador: 1 (2.8%)
 - Guatemala: 1 (2.8%)
- **Number of participants who reached the final stage of the program and participated fully in the songwriting process: 8**
- **Total of completed and recorded songs: 5**





Shaping Public Narratives and Influencing Systems

While grounded in personal storytelling, Music4Change also engages broader systems of influence – recognizing that narratives shape public perception, policy environments, and access to rights.

A key focus during this phase was the registration of copyright and the protection of patrimonial rights, ensuring that participants retain ownership and control over their creative work. This is particularly significant for migrant artists navigating legal and economic uncertainty.

By supporting participants through this process, the program not only builds creative capacity but also strengthens their position within broader cultural and institutional ecosystems.

The next phase will focus on strategic dissemination and public engagement, using these artistic outputs to challenge harmful narratives, counter disinformation, and influence how migration is understood in public and policy spaces.

Through Music4Change, Accountability Lab Mexico connects personal stories with broader systems – demonstrating how narrative can serve as a powerful tool for advancing inclusion, rights, and accountability.



STRENGTHENING PARTNERSHIPS AND INSTITUTIONAL ENGAGEMENT

In 2025, Accountability Lab Mexico continued to deepen its engagement with national and subnational institution strengthening collaboration, contributing to policy processes, and advancing accountability through strategic partnerships.

Engaging National Anti-Corruption Leadership

Accountability Lab Mexico was invited to attend the formal inauguration of Vania Pérez Morales as President of the National Anti-Corruption System (SNA) at the Senate, alongside senior public officials and institutional representatives.

The convening reaffirmed a shared commitment to strengthening anti-corruption efforts through collaboration between government and civil society. This engagement forms part of Accountability Lab Mexico’s ongoing work with national accountability institutions and informed the strategic direction of the 2025 Integrity Icon campaign.

Advancing Open Government at the State Level

Accountability Lab Mexico participated in the Civil Society Organizations Core Group (Núcleo de Organizaciones de la Sociedad Civil, NOSC) within the Open Government Partnership (OGP) Local framework during the co-creation of Nuevo León’s second Open Government Action Plan.

This process brought together state authorities, municipal governments, transparency institutions, and civil society organizations to jointly define and advance open governance commitments.

Through NOSC, civil society actors provided feedback, accompanied specific commitments, and contributed to strengthening transparency, access to information, and participatory governance at the state level.



Contributing to Legislative Reform Processes

Accountability Lab Mexico was invited to participate in the First National Dialogue on Strengthening the Legislative Branch, a co-creation process convened by Borde Político and Práctica Lab at the Congress of the Union.

As part of the working group on Citizen Engagement and Open Parliament, we contributed alongside civil society and academic partners, presenting concrete proposals to strengthen:

- public hearings
- structured consultations
- transparent citizen initiatives

These contributions were incorporated into the consolidated reform proposal, advancing dialogue toward a more open and accountable legislative branch.

Building New Pathways for Government–Civil Society Collaboration

Accountability Lab Mexico also participated in the inaugural “Open Dialogue with Civil Society Organizations”, convened

by the newly established Secretariat of Anti-Corruption and Good Government.

Held in a small-group format with approximately ten organizations, the meeting aimed to strengthen structured collaboration between government and civil society on accountability and governance.

Following this exchange, thematic working groups were established on:

- access to information
- digital citizenship
- integrity
- open government
- civic engagement

These groups will begin operating in 2026, positioning Accountability Lab Mexico and its partners as active contributors to shaping the next phase of national anti-corruption policy.



BUILDING AND CONNECTING THE ACCOUNTABILITY ECOSYSTEM

In 2025, Accountability Lab Mexico continued to invest in the broader accountability ecosystem – supporting community actors, engaging in regional and global networks, and contributing to collective efforts that advance transparency, civic participation, and democratic resilience.

Supporting Community-Level Capacity

As part of CivActs, Accountability Lab Mexico, in partnership with Ciudad Activa, delivered targeted training to community leaders and coordinators in Yuguelito on citizen participation mechanisms, with a focus on participatory budgeting.

This effort equipped local leaders with practical tools to engage public institutions, navigate governance processes, and advocate for access to public services and resources—helping ensure that community participation translates into meaningful engagement with systems of power.

Advancing Organizational and Regional Sustainability

Accountability Lab Mexico participated in the Financial Sustainability Program facilitated by La Sobremesa, alongside 11 organizations from across Latin America and beyond.

The process enhanced long-term financial planning and, importantly, deepened relationships with peer organizations facing similar structural funding challenges. The cohort concluded with concrete sustainability roadmaps and a stronger regional network for collaboration and mutual support.

Collective Advocacy for Transparency and Access to Information

Accountability Lab Mexico joined over 100 civil society organizations in a collective advocacy campaign led by Mexiro following the removal of the INAI and National Transparency System websites.

The campaign raised urgent concerns about the loss of institutional memory and access to information – a direct threat to democratic accountability. Through this effort, Accountability Lab Mexico contributed to a coordinated civil society response in defense of transparency and the right to information in Mexico.

Fostering Innovation Through Technology and Collaboration

In October, Accountability Lab Mexico hosted the Hack-Corruption Alumni Learning Event in Mexico City, bringing together high-performing teams from previous regional hackathons focused on developing digital solutions to combat corruption.

The four-day convening brought together coders, activists, and civil society innovators, helping to build a cross-regional community of practice.



This initiative was implemented by Accountability Lab in partnership with Development Gateway (an IREX Venture) and the Open Data Charter.

Contributing to Regional Digital Democracy Efforts

Following participation in the 2024 co-design process under the Digital Democracy Initiative (DDI), these efforts evolved into DemocrÁTICa, a regional program supporting pro-democracy initiatives across Latin America and the Caribbean through funding, digital strengthening, and community-building.

Accountability Lab Mexico is part of the expert network and broader DemocrÁTICa community, contributing to regional strategies that protect human rights and expand civic space in digital environments.

In this capacity, Ana Lozano, Co-Lead and Director of Strategy and Advocacy, served as a mentor at FITS+Conexiones Bienestar Digital, organized by Wingu. The convening brought together actors from academia, government, media, business, and civil society to support projects addressing:

- digital well-being
- cybersecurity
- AI and algorithmic impact
- the defense of digital civic space

This engagement positions Accountability Lab Mexico within regional conversations on responsible technology and democratic resilience.

Engaging Philanthropy and Cross-Sector Networks

Accountability Lab Mexico has continued its engagement with the Mexican Center for Philanthropy (CEMEFI), one of the country’s leading organizations advancing philanthropy and corporate social responsibility.

Through participation in convenings such as the Citizen Collaboration Forum, and as part of the Foundational Circle, the Lab tested CEMEFI’s EnCausa platform and provided feedback – while connecting with a broader network of civil society and private sector actors.

This engagement expands Accountability Lab Mexico’s presence within national ecosystem spaces and supports relationship-building beyond traditional governance networks.

Supporting Civic Oversight and Electoral Transparency

In December, Accountability Lab Mexico formally joined the Observation Network of the Mexico City Electoral Institute (IECM)—a platform that brings together civil society organizations and citizen observers to monitor electoral processes, participatory democracy mechanisms, and institutional performance.

Membership includes participation in technical working groups, exchange sessions, and specialized training that support professional civic oversight.

Through this engagement, Accountability Lab Mexico contributes to transparency, institutional accountability, and citizen participation in Mexico City’s democratic processes.

Media, Digital Engagement, and Public Visibility

In 2025, Accountability Lab Mexico expanded its public presence across both media and digital platforms – amplifying key initiatives, increasing visibility, and connecting broader audiences to conversations on accountability, governance, and civic participation.

Through a more intentional communications approach, the Lab translated complex governance issues into accessible and engaging narratives, ensuring that community-led efforts and institutional engagement reached wider and more diverse audiences.

They are requesting a “Safe Path” in Yuguelito, Iztapalapa

Mexico City Congress / News



Media Coverage and Public Visibility

Accountability Lab Mexico’s work received media attention across national and regional outlets, highlighting both community-driven initiatives and institutional engagement.

The Safe Pathway project in Yuguelito gained visibility following the introduction of a formal motion in Congress by Congresswoman Valeria Cruz, with coverage emphasizing the role of community-led solutions in shaping public policy.

The Integrity Icon campaign was also widely featured, showcasing public servants advancing transparency and accountability across Mexico. Coverage highlighted the work of finalists and winners, reinforcing public recognition of ethical leadership within government.

Featured in:

Congreso CDMX · OEM Noticias · Línea Directa · Noroeste · Satélite Online · Olegario

Digital Reach and Engagement

Accountability Lab Mexico also expanded its digital footprint, using social media to deepen engagement and extend the reach of its work.

21,667

Total unique accounts reached

+26.1%

Growth across platforms

93,453

Total Impressions

PLATFORM HIGHLIGHTS

Instagram

- Primary visibility driver (78% of total reach)
- 9.46% engagement rate (above average benchmarks)
- Instagram Stories emerged as a high-performing format

LinkedIn

- Highest relative follower growth (+454%)
- Strong traction among professional audiences
- High performance of partnership and impact content

Facebook

- Event-related posts generated higher share rates



TOP CONTENT INSIGHTS

The best-performing post featured the Music4Change pilot launch:

[“Desde la Casa del Migrante Arcángel Rafael, lanzamos el primer piloto de Música X Cambio.”](#)

- Topic: Music4Change launch
- Format: Carousel post
- Impressions: 11,619

High-performing content consistently included:

- Story-driven narratives
- Clear, educational formats
- Strategic partnerships for amplification

KEY TAKEAWAYS

- Instagram leads in awareness and engagement
- LinkedIn shows strong growth potential
- Partnerships expand reach beyond core audiences

Further Reading and Media Coverage

Congreso CDMX: <https://www.congresocdmx.gob.mx/comsoc-solicitan-sendero-seguro-yuguelito-iztapalapa-6986-1.html>

OEM Noticias: <https://oem.com.mx/la-prensa/metropoli/exhortan-a-implementar-sendero-seguro-en-yuguelito-zona-vulnerable-de-iztapalapa-27586782>

Línea Directa (Integrity Icon coverage): https://lineadirectaportal.com/sinaloa/son-historias-que-inspiran-vota-por-itze-coronel-y-victor-gallardo-en-concurso-de-accountability-lab-2025-08-26_1463421

Noroeste: <https://www.noroeste.com.mx/culiacan/la-sinaloense-itze-coronel-salomon-es-reconocida-como-icono-de-la-integridad-2025-LH15474294>

Satélite Online: <https://sateliteonline.mx/wp/itze-coronel-salomon-es-icono-de-la-integridad-2025-con-mas-votos-recibidos/>

Olegario: <https://olegario.mx/2025/08/sinaloense-victor-manuel-gallardo-finalista-nacional-en-el-concurso-icomas-de-la-integridad-2025/>

Staff and Board Members



Ingrid Lowenberg

Operations & Programs Director
+ Country Co-Lead



Ana Laura Lozano

Strategy & Advocacy Director
+ Country Co-Lead



Sebastián Marín

Communications
Officer



Karla Luna

Civic Engagement
& Advocacy Officer



Leiden Gomis

Music4Change Fellow
[From Aug to Dec 2025]



Blanca Aguerre

Programs Associate
[From Feb to Dec 2025]

In 2025, Accountability Lab Mexico continued to grow its team and leadership structure, strengthening its ability to deliver impactful programming and engage across both community and institutional spaces.

Ingrid Lowenberg (Operations & Programs Director) and Ana Laura Lozano (Strategy & Advocacy Director) assumed their roles as Country Co-Leads, guiding the Lab's strategic direction and programmatic work.

The team expanded throughout the year:

- Sebastián Marín joined as Communications Officer, supporting storytelling and public engagement
- Blanca Aguerre joined as Programs Associate (February–December 2025)
- Leiden Gomis contributed as Music4Change Fellow (August–December 2025)
- Karla Luna joined as Civic Engagement & Advocacy Officer, strengthening the Lab's work on participatory governance and institutional engagement

Together, the team brings a diverse range of skills across governance, advocacy, communications, and creative programming – allowing Accountability Lab Mexico to remain responsive, collaborative, and grounded in its values.

Budget Highlights

In 2025, Accountability Lab Mexico maintained a focused and adaptive approach to resource management within a changing funding landscape.



Resources were allocated to support core programming, team capacity, and strategic partnerships – ensuring alignment between financial planning and programmatic impact.