

YEAR IN REVIEW 2018

DRIVING DEMOCRACY FORWARD >

Open
Government
Partnership





2018 In Review: Executive Summary

The Open Government Partnership (OGP) is operating in politically challenging times for a community dedicated to advancing openness and democracy. Over the past two years, all of us at OGP have observed the rise of authoritarianism, populist rhetoric, misinformation, and attacks on civic space in OGP and non-OGP countries alike. Yet the advances we have made at the global, country, and thematic levels are a sign that there is still a critical mass of countries committed to open government.

OGP welcomed eight new governments in 2018, bringing us to 99 national and local governments. These governments worked with thousands of civil society organizations to submit 50 new action plans and receive 86 new IRM reports in 2018. OGP staff met with senior Ministers, government and civil society leaders to support the OGP process in more than 50 OGP countries—an impressive global footprint for a still modestly size team. More government agencies, including accountability institutions, are getting involved in designing and implementing OGP action plans every year. The OGP Multi-Donor Trust Fund launched, and made its first round of grants to provide deeper co-creation support in nine OGP members. All of this work is gradually translating to more ambitious and impactful commitments, though more remains to be done.

At the global level, we leveraged political moments—the International Anti-Corruption Conference (IACC), G20, Paris Peace Forum and our own global and regional events

including Open Gov Week—to show that OGP is a vehicle through which leaders can translate promises on the global stage into domestic action on policy issues that matter to citizens. The government of Canada and Nathaniel Heller are now leading the Partnership, and have prioritized participation, inclusion, and impact as areas on which to solidify our work. They will be followed as co-chairs by the government of Argentina and Robin Hodess, as OGP continues to try and build a new coalition of geopolitical heavyweights to lead a reinvigorated movement for open government.

We intentionally worked with our partners to explicitly position OGP as a delivery mechanism for action on key policy areas. Gender, anti-corruption, and public service delivery commitments doubled in 2018. Our work on raising thematic ambition required a combination of working smartly to connect global pledges to country level action and using evidence and stories to influence policymakers.

OGP's mission remains highly politically relevant. While we are proud of our successes, our commitment to reflection and learning remains. In this report, we share what we have learned, how it has sharpened our strategies, and where we have yet to figure things out. With these lessons openly discussed, we will continue to look for ways to achieve greater impact at the global, country, and thematic levels, and to stand up for the values of open government when they are under threat.

1. Global Advocacy

Leadership

Current OGP Co-Chairs:



Government of
Canada



Nathaniel
Heller

Co-chair priorities:



Participation



Inclusion



Impact

Positioning OGP in Global Fora

In 2018, we continued to build our presence on the global stage through campaigns, events, partnerships, and our network of champions. We also utilized partner events more purposefully to position OGP as an implementation platform that translates global promises into national action, and provides accountability for implementation. More broadly, we positioned OGP as a positive global force for reinvigorating democracy, and as a counter-vailing force against the rise of authoritarianism and closed governments.



OPEN GOVERNMENT AT G20

“Argentina and Canada share common values of diversity and inclusion, and a strong commitment to rules-based international trade and growth that benefits the middle class and people working hard to join it. Collaborating on open government between our countries will deepen our people-to-people bonds and drive growth that benefits everyone.”

—The Rt. Hon. Justin Trudeau, Prime Minister of Canada

Argentina and Canada signed a [memorandum of understanding](#) to collaborate on sharing best practices on open government, which will support peer learning, empower citizens, and improve public services.

GLOBAL OPEN GOV WEEK, MAY 2018

- + First Global Open Gov week learning from Italian national event
- + 708 events in 56 countries
- + 12 OGP Steering Committee members hosted events
- + Nigeria, Liberia, Chile, Canada, Spain, and Italy hosted most popular events
- + 400+ news articles were written on Open Gov Week, reaching an estimated 163 million
- + Africa and LatAM most active

IACC, COPENHAGEN, OCTOBER 2018

- + OGP participation in [opening plenary](#) and high-level Ministerial roundtable
- + OGP positioned as a platform that connects international agendas on anti-corruption with domestic reforms
- + 7 countries outlined current or in-progress beneficial ownership commitments in their OGP action plans
- + OGP co-authored an [op-ed with the Danish government, TI, and OECD](#)

COUNCIL OF EUROPE RESOLUTION, NOVEMBER 2018

- + OGP helped shape the Council of Europe's recent OpenGov [resolution](#)
- + The resolution commits to developing open government standards and calls on the 47 members states to implement them, promote citizen participation, introduce transparency training courses, and encourage social audits

OGP GLOBAL SUMMIT, TBILISI, JULY 2018

- + 5 national Heads of State
- + 6 local Heads of Govt
- + 58 Ministers from 33 countries
- + 2,270 Attendees from 115 countries
- + OGP mentions exceeded 234 million in reach
- + Our social media audience grew by 1.4%

OGP ASIA PACIFIC REGIONAL MEETING, SEOUL, NOVEMBER 2018

- + 600+ attendees from over 40 countries
- + 9 Ministers, 9 Deputy Ministers, 7 Ambassadors, 1 local Governor
- + 50% of the 122 speakers across all the sessions were women; signaling a positive way forward for the region in terms of gender balance, inclusion, and representation.
- + #OGPAsiaPac reached 500,000+ people in the region and beyond

PARIS PEACE FORUM, NOVEMBER 2018

- + OGP selected as one of the most innovative partnerships seeking to build peace and inclusive governance
- + OGP met with 6 Heads of State and multiple senior gov't and CSO leaders

OGP OPEN GOVERNMENT CHAMPIONS NETWORK CONVENING, BELLAGIO, ITALY, APRIL 2018

- + Gathered 24 young leaders to build the next generation of open gov champions
- + Built stronger cross-country coalitions to deliver more ambitious reforms



BUILDING GLOBAL COALITIONS: WHAT WE LEARNED

In 2018, we worked intensely with our partners to advance our global advocacy in key ways:

- + Political opportunities: High-level government participation creates enormous political opportunities for OGP and presents a chance to advance conversations around priority issues. In Tbilisi alone, OGP’s senior leadership and Steering Committee members held 29 bilateral meetings with Ministerial-level officials to incentivize country progress on OGP.
- + Mainstream open government: Events elevate the discussion and action around open government in powerful ways. During Open Gov Week, Nigeria held a high-profile event with the Vice-President in attendance, and launched a new open contracting portal.
- + Leverage our ‘influencers’: OGP’s ‘influencers’—Ambassadors, Envoys, Partners and Steering Committee members—use events to amplify key messages on open government. Helen Clark helped raise the profile of conversations around gender and SDGs at the Tbilisi Summit. Mo Ibrahim provided OGP with a prominent positioning at the Mo Ibrahim Foundation Governance Weekend, including a fireside chat with our CEO on open government.
- + OGP as vehicle for action: In IACC, U20, Paris Peace Forum and other major global fora, OGP is being positioned strongly as a platform for action on country commitments and accountability for implementation.

- + Global leadership: A new coalition, including Canada, Argentina, France and South Korea is stepping up to lead the partnership, alongside the leaders of major civil society organizations such as Transparency International, Results for Development, the World Resources Institute and the B Team. Identifying and cultivating new leaders and alliances takes time and investment, and is crucial to our mission.



2. Country Results

Progress at a Glance



3 new countries and **5** new locals in 2018



50 new action plans submitted



63% of OGP members have a regular dialogue with govt-civil society on OGP



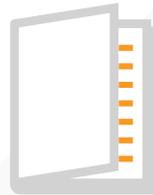
OGP staff visited **50+** countries & locals; met over **150** ministers and **15** HoS / HoG + **12** OGP local leaders



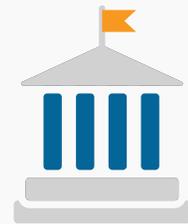
1.4 starred commitments per national action plan¹



0.3 starred commitments per local action plan²



86 IRM reports published



23% of commitments significantly changed government policy or practice³

¹ Average from 14 end-of-term reports from 2015–17 action plans and 42 mid-term reports from 2016–18 action plans

² Average from 9 local reports out for public comment

³ 59 commitments from 14 national action plans had major or outstanding effects in changing government policy or practice



OWNERSHIP OF OGP ACROSS GOVERNMENT: WHAT WE LEARNED



67% of OGP members involve public-facing agencies¹ in the action plan process

OGP began working to broaden ownership of action plans, both to strengthen their credibility and ambition and so that they better reflect the needs of citizens and local interest groups. We used the following strategies effectively in countries like the Philippines, Indonesia, Sri Lanka, and Finland:

- + Secure strong OGP host: Ensure OGP is housed in the presidency, chancellery, or planning offices. This improves coordination of OGP and builds broader ownership across government.
- + Invest in the multi-stakeholder forum (MSF): An inclusive and representative MSF pays off—both in the design of a strong action plan but also in coordinating the implementation and monitoring of the action plan.
- + Engage line ministries: Engage directly with line ministries during country visits and involve them upstream when designing action plans.
- + Find alignment with existing initiatives: Leverage the political clout of regional bodies such as the European Union and African Union. This is critical in incentivizing ownership of OGP beyond a couple of agencies.

73% of OGP members engage institutions of horizontal accountability² in the action plan process

COLLECTIVE SUPPORT TO OGP LOCALS IN AFRICA

OGP staff provided collective support to OGP locals in Africa, with participants from Elgeyo Marakwet County, Kenya (who acted as hosts); Sekondi-Takoradi, Ghana; Kigoma-Ujiji Municipality, Tanzania; and Kaduna State, Nigeria. It exemplifies how OGP supports actors on the ground:

- + Learning from the IRM: A full-day meeting with the IRM to dive deep into the findings of the IRM report for Elgeyo Marakwet County and strengthen the multi-stakeholder forum's ability to create result-oriented and ambitious commitments.
- + Peer Learning: Government and civil society leaders from all four OGP Local Africa members, led by leaders from Kigoma-Ujiji, Tanzania and Elgeyo Marakwet, Kenya, focused on lessons learned from the OGP Local one-year pilot period. The workshop helped solidify the collaboration between these four members, allowing the transfer of OGP solutions such as Kigoma-Ujiji's Okoa medical monitoring system to Elgeyo Marakwet and the potential proliferation of Kaduna's Eyes and Ears project to Sekondi Takoradi and Kigoma-Ujiji.
- + Public launch of a co-creation process: Elgeyo Marakwet publicly launched its co-creation process with participation from OGP staff and OGP Local Africa entities.

¹ The IRM tracks whether frontline agencies (public-facing agencies that focus on citizens such as Health, Education, Labor, Veteran's Affairs, etc) were significantly involved in the action plan process

² Horizontal accountability is the capacity of state institutions (e.g. parliament, judiciary) to check abuses by other public agencies and branches of government

THE ACCOUNTABILITY ARM OF OGP AT WORK

Learning from IRM Reports

Around 55% of OGP members incorporate at least half of the IRM's recommendations in their following action plan.

OGP members tend to incorporate recommendations that focus on (i) inclusion of new stakeholders in co-creation, (ii) meaningful participation across the action plan cycle, and (iii) identify national priorities and commitment areas for more ambitious reform.

Turn-around Cases: Montenegro

In mid-May 2018, as a result of intense engagement from Steering Committee members including Helen Darbishire and the government of Italy, as well as partners like the European Union, Montenegro signaled its intent to re-engage in OGP after 36 months under review by the Criteria and Standards subcommittee. In close cooperation with OGP, the government created a MSF and submitted a new, co-created action plan in November, with commitments addressing access to information, citizen participation, public services, and anticorruption.

Response Policy Cases: Azerbaijan

Underpinning the entirety of OGP's theory of change is the foundation of civic space. In 2014, OGP introduced a Response Policy which allows for reviews of members who are closing civic space.

[Azerbaijan was suspended](#) in 2016 after failing to address concerns from three civil society groups on the operating space for civil society in the country, including on the registration process and funding restrictions, which had been upheld by the Steering Committee. In December 2018, the Steering Committee released a [resolution](#) extending Azerbaijan's suspension for a further two years. The resolution also outlined five milestones that the government needs to reach to be released from their suspension.



PRIORITY SUPPORT TO NEW MEMBERS: ECUADOR

[Ecuador](#) joined OGP in 2018. OGP staff participated in a formal event and met with President Lenin Moreno, the Vice President, cabinet members, multilateral organizations, and civil society organizations to launch the OGP process. The multi-stakeholder forum and high level authorities agreed on presenting their first action plan in 2019, which will include thematic consultations in seven cities.

MEANINGFUL DIALOGUE: WHAT DOES IT TAKE?



As more OGP members create strong spaces for dialogue between government and civil society, we are asking ourselves: what will it take to improve the quality and outcome of these dialogues? We have been experimenting with bringing diverse citizen voices to design OGP action plans. Here's what we are learning so far:

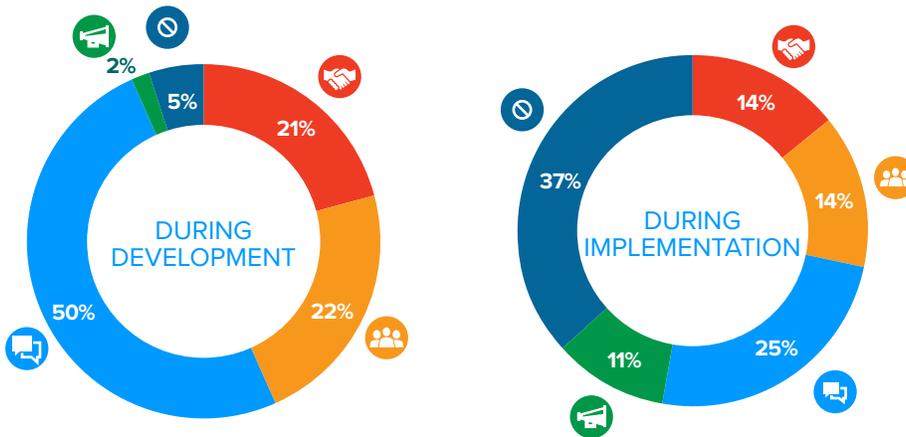
- + Beyond usual suspects: Build partnerships with organizations that have deep local networks or grassroots presence, to reflect a diversity of policy priorities in OGP action plans. In Germany, we reached out to political party foundations who have networks beyond our usual governance-focused partners.
- + Translate 'open government.' Where OGP has successfully de-jargonized and connected open government to locally relevant topics, more unconventional actors have become interested in the OGP process.
- + Strike a balance: Bringing in a wider range of actors into OGP could be at odds with the goal of shorter, more focused action plans. We need to look for organic demand and strong resonance of global topics, such as beneficial ownership, at the country level.
- + Close the feedback loop: As we learned in Sri Lanka, without a process that successfully gathers people's input, translates that input into policies, and provides a rationale to participants about which ideas are being taken forward, "inclusion" can lead to disappointment and disengagement. Early this year we published the [OGP Participation and Co-creation Toolkit](#) and [showcased the best papers](#) on co-creation in policymaking from the OGP Academy to promote learning on this topic. However, OGP needs to invest more heavily in guiding both government and civil society to run better participatory processes that can address such challenges.

PUBLIC INFLUENCE IN OGP

Public influence grows—still low at implementation

OGP’s standard is to at least “involve” the public during action plan development, which 43% of countries meet (up from 35% in 2015), as assessed by IRM. During implementation, the expected minimum level is for the public to be at least “informed” (a lower threshold), which 63% of countries meet (up from 61%). Still, more than a third of countries do not yet meet this relatively low requirement, providing no means of public input during implementation.

Level of citizen engagement

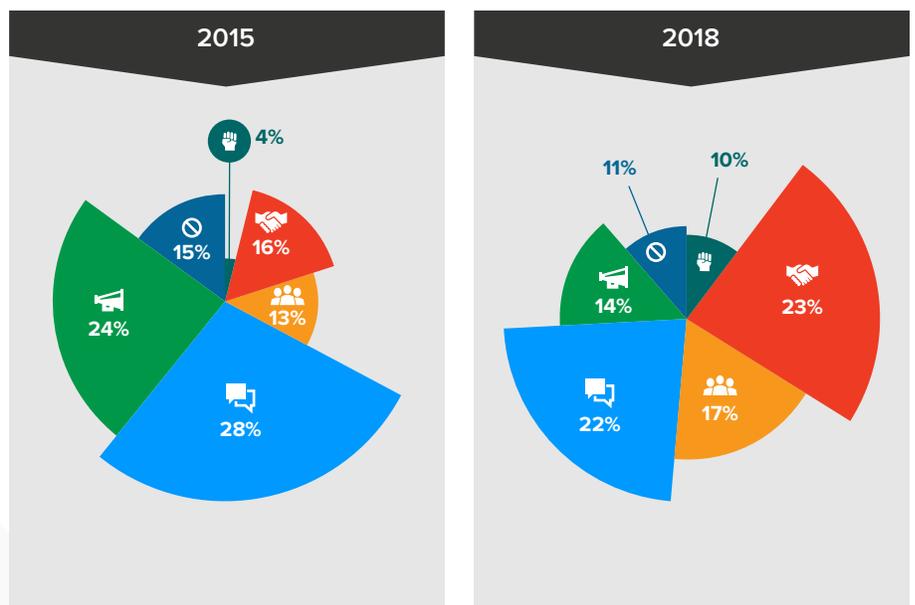


- EMPOWER**
Government and civil society make joint decisions.
- COLLABORATE**
Government works together with civil society to formulate solutions and incorporates advice and recommendations into the decisions to the maximum extent possible.
- INVOLVE**
Government works with civil society to ensure that their concerns and aspirations are directly reflected in the alternatives developed and provides feedback on how public input influenced decisions.
- CONSULT**
Government keeps civil society informed, listens to and acknowledges concerns and aspirations, and provides feedback on how public input influences decisions.
- INFORM**
Government keeps civil society informed.
- NO CONSULTATION**
Government does not inform or consult civil society.

Civil society feels more involved

Interestingly, views of civil society respondents on the extent to which they feel involved in the co-creation process have improved markedly. The share of those reporting engagement being at the “empower,” “collaborate” or “involve” level has grown by 17 percentage points, while reports of no consultation are even less common than previously.

To help improve the quality and depth of co-creation, OGP has created new support services and launched a **Trust Fund** that provides grants to improve co-creation.

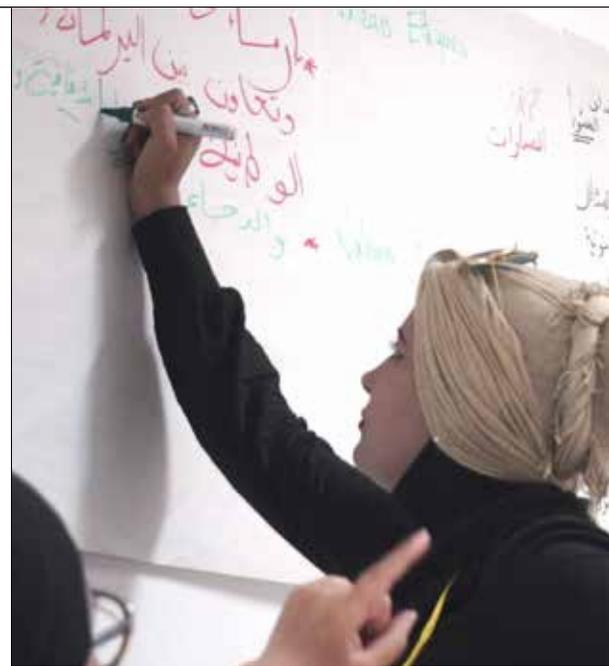


INSTITUTIONALIZING OGP: WHAT WE LEARNED



Political transitions continue to present a particularly vulnerable moment in the action plan cycle. We have been tracking how many countries are able to navigate political transitions without affecting their OGP participation. This year, 39 OGP members had elections or ministerial change, one of the highest numbers we have seen. 76% of these members have continued to participate in OGP, either by submitting their action plans or by remaining on track to submit by the deadline. A set of [case studies done in Latin America](#) explored transitions in seven countries and locals across 2017 and 2018, and suggested as key components:

- + Planning around the electoral calendar: If the electoral cycle is not taken into consideration, action plans end up being co-created by one administration and implemented (or not) by the next.
- + Strong civil society actors ensure continuity: Strong voices within civil society can play a leading role in oversight of a new administration's response to an existing action plan, demanding that reforms move forward.
- + Binding tools and mechanisms: Where OGP relies on individual public officials, rather than on multiple levels within institutions, the process is vulnerable to the loss of those individuals.



OGP TRUST FUND: SUPPORTING CO-CREATION IN TUNISIA

The [OGP Multi-Donor Trust Fund](#), hosted at the World Bank, launched in 2018. It provides a unique vehicle to support OGP members in co-creating and implementing action plans, and in producing rigorous research on open government reform. In 2018, nine co-creation grants were made to civil society in Armenia; Bojonegoro, Indonesia; Elgeyo-Marakwet, Kenya; Kenya; Paraguay; São Paulo, Brazil; Sekondi-Takoradi, Ghana; Serbia; and Tunisia.

In Tunisia, OGP and World Bank staff provided intensive on-the-ground support to civil society to help develop a more inclusive co-creation process, strengthen government ownership, and prioritize ambitious commitments in their new action plan. Specifically we supported Tunisian civil society in organizing 23 regional workshops with 100 municipalities participating in co-creation, developing an open government training program for national public administration institute, and strengthening the MSF by developing a charter and improving rules of the game.



RAPID ENGAGEMENT AFTER POLITICAL TRANSITIONS

OGP staff visited Sierra Leone and Liberia in August—both countries where the President and government had changed in 2018. We met with both Presidents, cabinet members, and civil society to discuss how open government could be a tool to help deliver on campaign promises on education for all (Sierra Leone) and road construction (Liberia). A new MSF has been established in Sierra Leone, with civil society buy-in for the OGP process and a new action plan coming in 2019. We similarly worked rapidly in Latin America where OGP met and re-engaged with ministers after Presidential elections in Brazil, Chile, Colombia, Costa Rica, Mexico, and Paraguay. Our visits were covered by [local media](#).

3. Thematic Ambition

Progress at a Glance

- + Gender, anti-corruption, and public service delivery commitments doubled in 2018
- + OGP staff provided political and technical support to 57% of members to help raise thematic ambition
- + OGP's thematic partners assisted 47% of OGP members to develop and implement ambitious action plans



INFLUENCING REFORMERS WITH EVIDENCE

- + The Skeptic's Guide to Open Government: For both open government champions and skeptics, OGP published [The Skeptics' Guide to Open Government](#), a distillation of the most compelling evidence on how open government made an impact on public service delivery, anti-corruption, trust and legitimacy, and economic opportunity.
- + Civic Space: [The Right Tools for the Right Job](#) analyzed the current civic space commitments in OGP and found the most common problems among OGP countries are a lack of protection against human rights violations and restrictions on freedom of assembly and peaceful protest. The paper was launched with two companion papers by our partners at CIVICUS and ICNL, which map the OGP landscape on civic space and develop model commitments for OGP members, respectively.
- + State of Play Analysis: OGP published [nine thematic factsheets](#), to provide quick glimpses of how OGP countries were doing on key thematic areas. OGP also held public consultations, direct interviews, and donor consultations on our [thematic approaches](#) for the upcoming flagship report on the state of open government.
- + Opening Justice: OGP worked with access to justice experts to write a [paper](#) exploring what role OGP can play in creating more open judicial systems.

GLOBAL POSITIONING AND COALITION BUILDING ON ANTI-CORRUPTION

2018 saw great momentum in building thematic ambition on anti-corruption. Specifically:

- + IACC: OGP was positioned prominently as a delivery mechanism for anti-corruption reforms through the Summit communique & by several participating countries. Afghanistan, Australia, Denmark, France, Indonesia, Kenya, and Tunisia directly mentioned commitments they are making through OGP action plans or linked OGP to their anti-corruption efforts.
- + G20: The government of Argentina invited OGP to the G20 to discuss how OGP could help the Anti-Corruption Working Group deliver on its workplan. The delegations of Mexico, France, Germany, Brazil, Canada, Argentina, and the UK gave concrete examples of how OGP was helping support their domestic agenda's on anti-corruption, and helped sharpen the value added of OGP to the wider members of the working group.
- + Beneficial Ownership: We are seeing an emerging coalition forming on beneficial ownership transparency with multiple partners coordinating with OGP, and governments like the UK keen to work with peers on OGP commitments.

RAISING AMBITION: WHAT WE LEARNED

- + Hold the line: It takes time and effort to ensure that ambitious commitments materialize in an action plan. Almost always, personally meeting with the right people in government and civil society and incentivizing action can be very effective. At other times, working strategically through our thematic partners or linking global agendas to country-level policies, such as through IACC, can prove more productive.
- + When the rubber hits the road: We need to ensure adequate financial and technical support to implementers at the domestic level. By 2019, for example, OGP will have close to 20 countries who have committed to beneficial ownership transparency. Unless we can support effective implementation—including by showing how the work can be carried forward in subsequent action plans—this will not create lasting advancements for the field.

TARGETED THEMATIC SUPPORT: ARMENIA

Soon after the “Velvet Revolution” OGP staff met with Armenia’s Deputy Prime Minister to focus on anti-corruption efforts and to assist the OGP Armenia Working Group in prioritizing themes for the action plan. OGP worked with Transparency International, Open Ownership, and UNDP to support civil society and government in adopting commitments on beneficial ownership and citizen feedback mechanisms on public services.



POLITICAL HEADWINDS AROUND GENDER & INCLUSION

As part of a wider strategy to examine how OGP can be used as an action platform to advance gender and inclusion, the [Feminist Open Government Initiative](#)—a partnership with the International Development Research Center and Results for Development—launched on the sidelines of the 2018 OGP Summit in Georgia. OGP began to build relationships with partners and gender organizations who can champion this agenda beyond the OGP Global Summit in Ottawa in May 2019. As part of this outreach, OGP joined the Women Deliver ‘Deliver for Good’ campaign with other prominent gender and policy advocates. Additionally, the Initiative opened a call for research to help deepen the evidence base around gender and open government. The research will provide concrete, action-oriented guidance for governments and civil society partners about how to integrate gender perspectives and enhance women’s participation across core OGP themes like natural resources governance, accountability, and fiscal transparency.

Gender numbers at a glance:

- + 27 OGP members have included gender in their action plans to date
- + 54 gender commitments have been made
- + 28 of those commitments were being implemented in 2018
- + 2 of those commitments are potentially transformative, starred, and showing significant early results

A key goal for OGP in 2018 and beyond is advancing more ambitious gender-focused commitments. OGP local participant Buenos Aires, Argentina earned a star in 2018 for their commitment on improving access to sexual and reproductive health services.

To help close gaps in access to sexual and reproductive health care for youth, Buenos Aires created online tools to engage citizens on the issue of public health. The #DÓNDE digital platform, collaboratively developed by the government of Buenos Aires and the Huésped Foundation, publishes important information on the availability of sexual and reproductive health services in Buenos Aires. It allows citizens to rate their experience at the centers and lodge complaints in an effort to improve the quality of service delivery. Buenos Aires’ [first IRM report](#), published in 2018, found that this commitment had been completed and had significantly opened government on access to information and civic participation.



4. Are OGP Commitments Making A Difference?

Progress at a Glance

- + Ambition in OGP action plans has stayed the same. The average number of stars per action plan is 1.1 compared to 1.2 last year¹
- + 23% of commitments significantly changed government policy and/or practice. Comparisons to last year (18%) can't be made as yet
- + At the country level, access to information commitments had the strongest outcomes
- + At the local level, civic participation commitments had the strongest outcomes

¹ Average from 14 end-of-term reports from 2015–17 action plans, 42 mid-term reports from 2016–18 action plans, and 9 end-of-term reports from 2017 local action plans.

INSPIRING OUR COMMUNITY WITH STORYTELLING

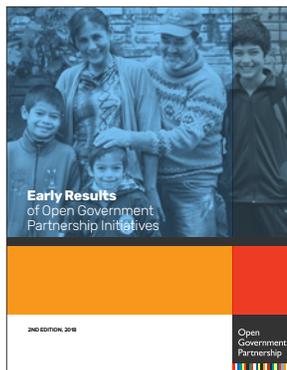
In 2018, OGP launched [CitizENGAGE](#), which tells the stories of how reformers inside and outside of government worked to improve schools, create economic security, and collaborate on budget decisions. CitizENGAGE aims to inspire citizens, leaders, and our partners to work together to find sustainable solutions, remain responsive to citizen needs, and hold ourselves accountable for decisions that impact us all. Nearly 30 stories of impact have been collected so far, and we share many of them throughout this report.



STAR REFORMS IN OGP

The second edition of [Star Reforms in the Open Government Partnership](#) highlights 12 ambitious and impactful commitments representing a diversity of regions and themes.

In one of these commitments, Mongolians in ten of the country's most impoverished provinces were trained to report on the quality of their school systems and health clinics, and to collaborate with local government to develop policies that address the priorities of Mongolian citizens. In just one instance, CSOs, local government, and health specialists came together to prioritize effective methods of combating tuberculosis, leading to home visits in nearly every district, mobile diagnostics, and public information campaigns on good health practices.



EARLY RESULTS OF OGP INITIATIVES

The new 2018 edition of [Early Results of Open Government Initiatives](#) evaluates the intermediate outcomes of four open government commitments from 2013 and 2014 OGP action plans. The stories put a spotlight on the agents of change in the Philippines, Paraguay, the United Kingdom, and the United States and the challenges they overcame to see reforms through.

For example, in Paraguay the government created more than 200 municipal councils, four times the amount originally planned. The councils bring together local authorities from different sectors with neighborhood groups and local businesses. They serve as consensus bodies, convening public hearings, monitoring projects, and creating participatory development plans that outline what resources the municipality has and how the community believes they should be used.

HIGH-IMPACT COMMITMENTS: WHAT WE LEARNED

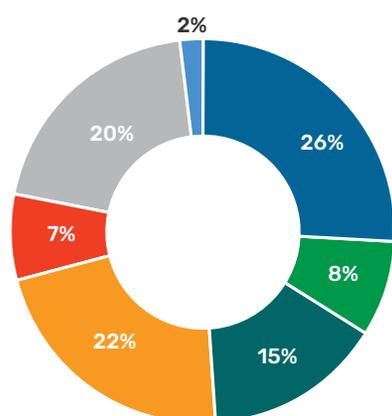
- + Design makes a difference: A commitment's design is highly predictive of whether it will significantly change government policy or practice, says the IRM in its paper [Why Commitments Fall Behind](#).
- + Support implementation: We've had a lot of experience getting commitments into action plans, but less with supporting their implementation. We're excited for 2019, when we will launch the first round of implementation support grants through the OGP Multi-Donor Trust Fund.
- + Invest in evidence-building: Next year, three projects that will have implications on OGP's strategy will get off the ground—(i) an external evaluation of OGP, (ii) OGP Trust Fund's research window, which will focus on understanding what impact OGP's public participation commitments are having, and (iii) OGP's flagship report on the state of open government, which will launch at the 2019 OGP Global Summit in Ottawa.

5. Budget and Finances

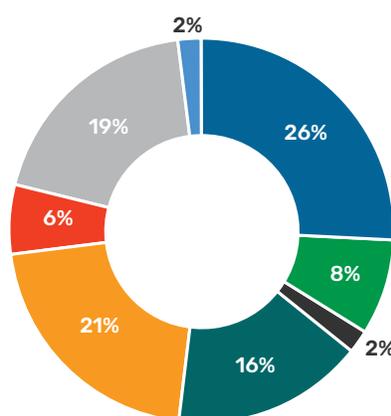
In April 2018, the OGP Support Unit spun off from its fiscal sponsor. This has been the first year where the Support Unit has fully operated its own human resources, finance, contractual, and oversight functions.

As part of OGP's commitment to transparency, [all of our budgets are publicly available on our website](#). For 2018, OGP's budget was \$9.9M. Total revenue and expenditure for the year were \$12.9M and \$9.7M, respectively, based on unaudited financial statements. Revenue numbers include multi-year funding received from foundation donors.

2018 Support Unit Budget by Program



2018 Support Unit Expenditure by Program



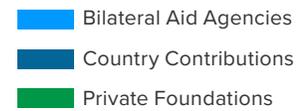
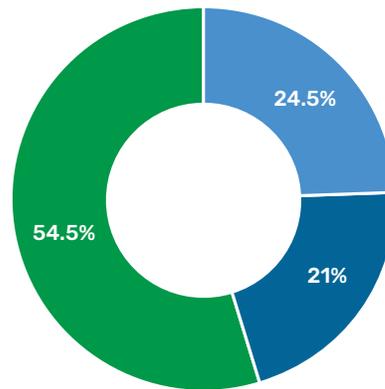
- Country Support
- Communications
- Flagship Report Initiative
- Global and Steering Committee
- Independent Reporting Mechanism
- Knowledge, Learning, Innovation, Capacity Building
- Operations Support
- Development

2018 Budget vs. Expenditure by Program

	Budget	Expenditure
Country Support	\$2,553,341	\$2,505,422
Communications	\$855,901	\$800,293
Flagship Report Initiative		\$162,435
Global and Steering Committee	\$1,465,863	\$1,575,030
Independent Reporting Mechanism	\$2,157,043	\$1,999,380
Knowledge, Learning, Innovation and Capacity Building	\$755,313	\$615,299
Operations	\$1,974,400	\$1,838,262
Development	\$180,812	\$173,062
TOTAL	\$9,942,673	\$9,669,184

2018 Revenue

Revenue	
Bilateral Aid Agencies	\$3,174,855
Country Contributions	\$2,712,872
Foundations*	\$7,054,402
TOTALS	\$12,942,129



2018 Budget vs. Expenditure by General Ledger Account

	Budget	Expenditure
Salaries Domestic Staff	\$3,948,422	\$3,898,238
Salaries International Staff	\$1,486,962	\$1,522,971
Professional Services	\$2,102,846	\$1,904,976
Travel and Meetings	\$1,536,018	\$1,635,854
Grants and Awards	\$156,500	\$125,221
Operational Expenses	\$711,925	\$581,923
TOTAL	\$9,942,673	\$9,669,184

CURRENT FUNDERS

Bilateral Funders

Department for International Development (UK)
 US Agency for International Development (US)
 Department of State (US)
 International Development Research Centre (Canada)

Private Foundations

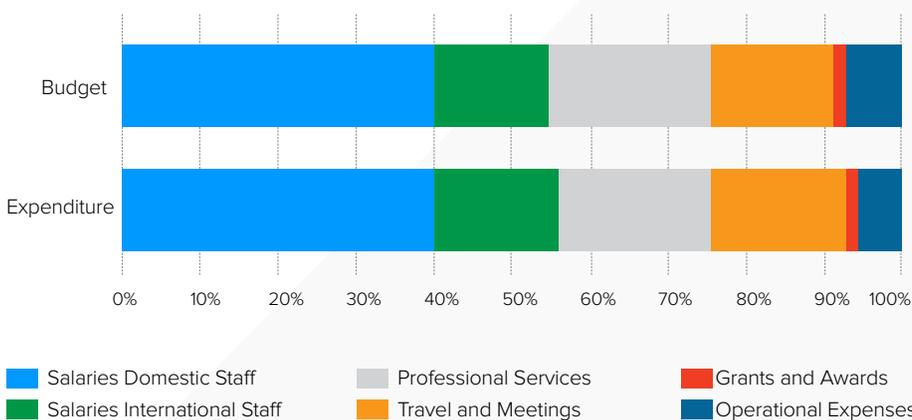
Institute of International Education
 Luminate Group (formerly Omidyar Network)
 The Ford Foundation
 The William and Flora Hewlett Foundation*
 Open Society Foundations*

Government Contributions

The full list of government contributions can be accessed on [our website](#).

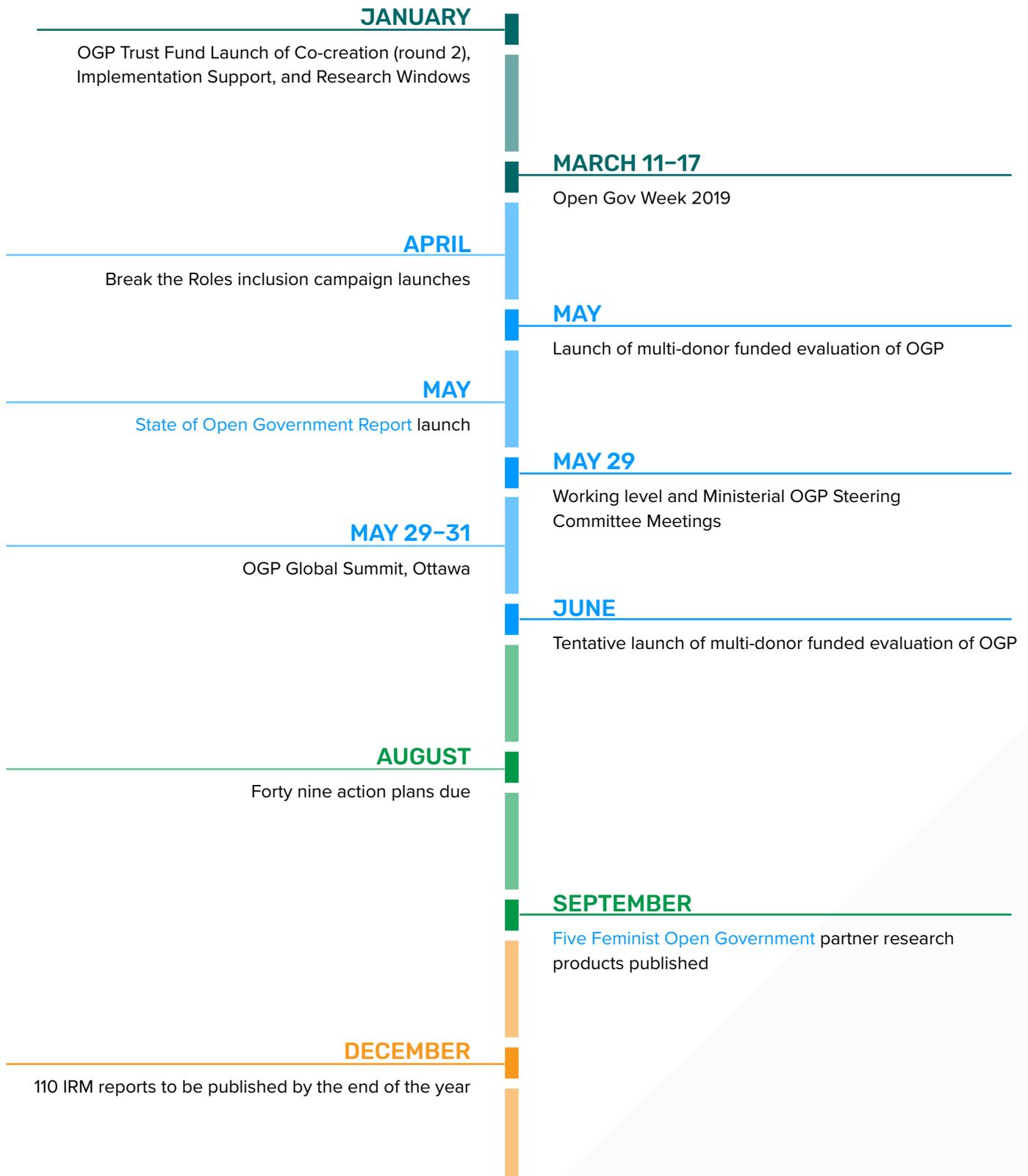
*included multi-year funding

2018 Support Unit Budget vs. Expenditure by GL Account



6. Looking ahead to 2019

The Government of Canada and Nathaniel Heller are co-chairing OGP. Expect to see more OGP work on co-chair priorities of participation, inclusion, and impact of open government in 2019.



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