

Open
Government
Partnership

ANNUAL REPORT 2016

Executive Summary

The Open Government Partnership (OGP) had a significant year in 2016. In a turbulent geopolitical context, OGP sought to offer a positive vision for deeper, more participatory democracy that places citizens at the heart of governance. This was a strong message at both of OGP's main events last year: the fourth OGP Global Summit in Paris, which took place in December, and the organization's fifth-year anniversary at the United Nations (UN) General Assembly in September. At both of these landmark events, heads of state and civil society leaders called on OGP to be at the forefront of tackling issues—such as a lack of trust in government, elite capture and grand corruption, and declining civic spaces—that are at the heart of many of the world's governance challenges.

It is in this context that OGP decided to undergo a [Strategic Refresh](#) to explore how we could deepen our impact through the partnership. OGP has a simple but powerful goal: that governments should truly serve and empower their citizens. The current four-year strategy states, “OGP’s vision is that more governments become more transparent, more accountable, and more responsive to their own citizens, with the ultimate goal of improving the quality of governance, as well as the quality of services that citizens receive.” Consequently, over the next five years, OGP’s success will be measured not only by the number of countries or commitments but by the extent to which ordinary citizens benefit from governments becoming more transparent, participatory, responsive and accountable. This requires a greater focus on supporting reform efforts in



OGP countries, both in government and civil society, to build a national and global movement for open government and, ultimately, to demand reforms on issues they prioritize.

OGP underwent a period of intense reflection and learning in 2016. Evidence shows that the national OGP process has helped countries establish institutional mechanisms that give continuity and legitimacy to open government reforms. Furthermore, the process has made dialogue and co-creation the norm for OGP reformers and has initiated reforms that change the status quo and benefit citizens. This Annual Report profiles many of these achievements and outlines the breadth and depth of the work done by different parts of this amazing partnership.

But OGP has the potential for much greater impact. Co-creation processes need to have meaningful outcomes, the

ambition of National Action Plans (NAPs) should be increased, and OGP as a whole must become smarter at navigating the politics of the most complex reforms. As this report shows, OGP need not start from scratch. The partnership's experience, adaptability, and commitment to the cause are now stronger than ever, and these elements provide the foundation for countries to implement more transformative open government reforms, ensure credible implementation, and improve the lives of citizens.

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OGP by the Numbers

75 COUNTRIES PARTICIPATE IN OGP

42  NEW NAPS IN 2016

138  BILATERAL AND PEER EXCHANGES

7 NEW COUNTRIES JOINED OGP IN 2016

2,731 OGP COMMITMENTS HAVE BEEN MADE

45 INDEPENDENT REPORTING MECHANISM REPORTS WERE PUBLISHED IN 2016

43

COUNTRIES HAVE ESTABLISHED A PERMANENT DIALOGUE MECHANISM

 OGP VIDEOS HAVE BEEN WATCHED **109,437** TIMES ON YOUTUBE

OGP'S CIVIL SOCIETY MAILING LIST ALMOST DOUBLED IN SIZE TO **3,376** MEMBERS 

152 NATIONAL ACTION PLANS (NAPS) HAVE BEEN PUBLISHED IN TOTAL

OGP WAS MENTIONED **6,566** TIMES IN THE PRESS GLOBALLY IN 2016


453 POSTS WERE PUBLISHED ON THE OGP BLOG IN 2016



3,413

NEW OGP FACEBOOK FOLLOWERS IN 2016

15  SUBNATIONAL GOVERNMENTS JOINED OGP AND PUBLISHED ACTION PLANS FOR THE FIRST TIME

9,109,000 TWITTER IMPRESSIONS WERE MADE IN 2016 FROM THE OGP ACCOUNT



OGP AWARDS

42

CIVIL SOCIETY ORGANIZATIONS FROM **17** COUNTRIES APPLIED FOR THE OPEN GOVERNMENT AWARDS

3

WINNERS

4

REGIONAL HONORABLE MENTIONS



GLOBAL SUMMIT IN PARIS

141

COUNTRIES WERE REPRESENTED

MORE THAN

70

GOVERNMENT MINISTERS ATTENDED FROM **49** COUNTRIES

MORE THAN

4,000

REGISTERED PARTICIPANTS

OGP Regional and Global Events

Subnational Pilot Program

Pioneers' Workshop

Washington, DC, United States, September 15–16

Government representatives from the 15 subnational pilot pioneers gathered in Washington, DC, for a workshop to strengthen emerging commitments in subnational action plans. With advice from OGP Support Unit staff and other partners, the participants discussed how to continue ongoing, strong civil society partnerships throughout implementation.



Americas Regional Meeting

Montevideo, Uruguay

May 31–June 2

The 2016 Americas Regional Meeting brought together 500 participants from government, civil society, media, and business from 17 countries. OGP, the Electronic Government Agency and Information and Knowledge Society (AGESIC), the President's Office of Uruguay, and Open

Government Network (RGA Uruguay) organized the event. It included a Data Journalism Bootcamp, Civil Society Day, Government POC Conference, and two days of workshops and sessions on topics that were suggested by participants, reflecting the interests and priorities of the region's open government community.



United Nations General Assembly Side Event

New York, NY, United States, September 20

OGP celebrated its fifth anniversary at a high-level event on the margins of the UN General Assembly. Cohosted by the current and incoming OGP co-chairs, the event brought together six heads of state, 25 government ministers, and 250 participants to reflect on the partnership's first five years and to share OGP's vision for the future. The following day, the Support Unit cohosted the Global Civil Society Leaders' Breakfast with the Ford Foundation, convening more than 50 representatives from leading networks and organizations working on issues of open government and global development.

OGP Regional and Global Events

Africa Regional Meeting

Cape Town, South Africa, May 4–6

The South African government hosted more than 500 high-level participants from civil society organizations (CSOs), business, academia, multilateral organizations, and governments for a two-day Africa Regional Meeting under the banner “Open Government for Africa’s Sustainable Development.” The event included a civil society evening, a government points of contact (POC) meeting, and two days of workshops and sessions on open government themes, facilitating peer exchanges between countries and open government practitioners.



Asia-Pacific Regional Dialogue

Manila, Philippines, July 21–22

The OGP Asia-Pacific Regional Dialogue was hosted by the Asian Development Bank, and the event brought together 100 participants from across the region, including government representatives, civil society partners, OGP Steering Committee representatives, and OGP’s multilateral supporters in the region. Participants exchanged ideas and experiences on raising

the ambition of individual countries’ commitments to open governance and deepening collaboration between government and civil society. The workshop was an opportunity for government officials and civil society organizations to share how open government helps address pressing issues in their countries’ 2016–2018 NAPs.

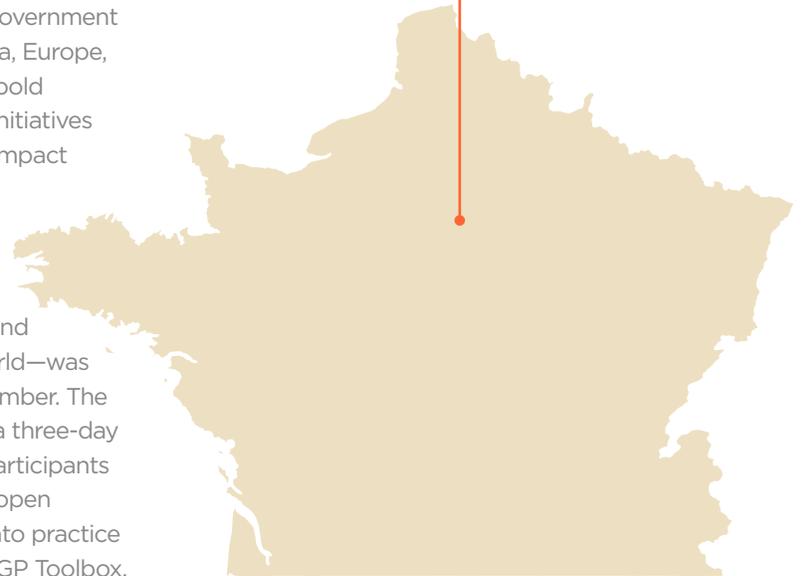
OGP Regional and Global Events

OGP Global Summit

Paris, France, December 7-9

France and the [World Resources Institute](#) hosted the fourth OGP Global Summit. The summit brought together more than 4,000 registered attendees from 141 countries, including 13 heads of state and 70 government ministers from 49 countries. There were 250 roundtables, workshops, and pitches on issues, covering topics such as the fight against corruption, opening up public contracts, harnessing the data revolution for the collective good, and encouraging public participation in climate change policies. Senior ministers and heads of state from the governments of Burkina Faso, Germany, Jamaica, Luxembourg, and Pakistan presented their letters of intent to join OGP, and Afghanistan joined days later. The Paris Declaration made a powerful high-level statement about the importance of open government and OGP and received 300 specific contributions from more than 30 governments and 70 civil society organizations. The mayor of Paris, Anne Hidalgo, hosted a day-long event dedicated to subnational open government, and government officials and civil society partners from 15 cities and other

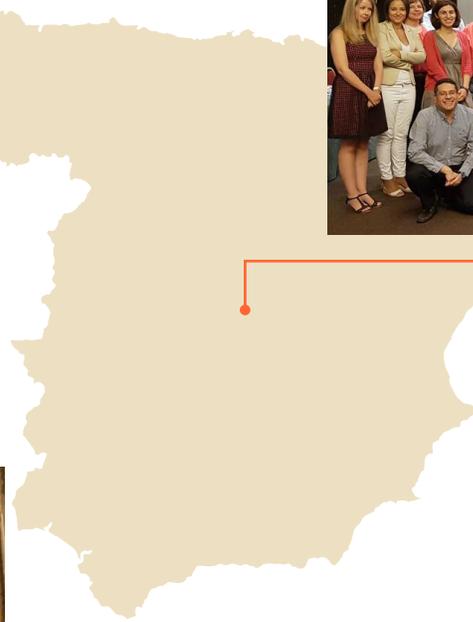
subnational governments attended. Leading voices in local government across the Americas, Asia, Europe, and Africa [signed up](#) to bold commitments and new initiatives designed to have a real impact on the lives of their citizens. The OGP Toolbox—a collaborative platform that gathers digital tools developed and used throughout the world—was also launched on 7 December. The launch was followed by a three-day hackathon where 500 participants worked together to put open government principles into practice by crowdsourcing the OGP Toolbox.



IRM Researcher Training

Madrid, Spain, June 23-27

Independent Reporting Mechanism (IRM) researchers, staff, and International Experts Panel (IEP) members gathered in Madrid for two days of training. This was followed by a three-day meeting with the purpose of enhancing the capacity of IRM researchers in data collection, writing, and communications as well as providing them with opportunities for peer learning and enhancing thematic expertise.



Steering Committee



The OGP Steering Committee continues to guide the strategy and direction of the partnership. In 2016, the government of France and Manish Bapna from the World Resources Institute became the new co-chairs, taking over for the government of South Africa and Alejandro Gonzalez from GESOC. The new co-chairs presented an [ambitious vision](#) for the year, which focused on their key priorities of integrating climate change and sustainable development into OGP, pushing the boundaries further on anti-corruption and integrity, and encouraging greater digital sharing. President François Hollande and Manish Bapna announced their vision at OGP's fifth-year anniversary celebration with the [Paris Declaration](#) building further on these objectives.

The Steering Committee's annual rotation also took place on the margins of the UN General Assembly, with the governments of Mexico and Croatia re-elected to new terms and [six new civil society members](#) joining the body.

At the end of 2016, the membership of the Steering Committee was as follows:

Governments:

- Mr. Torquato Jardim — *Minister of Transparency, Monitoring and Control, Brazil*
- Mr. Nicolás Eyzaguirre — *Secretary General of the Presidency, Chile*
- Ms. Dubravka Jurlina Alibegovic — *Minister of Public Administration, Croatia*
- Mr. Jean-Vincent Placé — *Secretary of State for State Reform and Simplification, France*
- Ms. Tea Tsulukiani — *Minister of Justice, Georgia*
- Mr. Bambang Brodjonegoro — *Minister of National Development Planning, Indonesia*
- Ms. Alejandra Lagunes — *National Digital Strategy Coordinator, Mexico*
- Mr. Radu Puchiu — *Secretary of State, Chancellery of the Prime Minister, Romania*
- Ms. Ayanda Dlodlo — *Deputy Minister of Public Service and Administration, South Africa*
- Mr. Ben Gummer — *Minister for the Cabinet Office, United Kingdom*
- Mr. Tom Malinowski — *Assistant Secretary of State for Democracy, Human Rights and Labor, United States*

Civil Society:

- Mr. Manish Bapna — *World Resources Institute (WRI)*
- Ms. María Baron — *Directorio Legislativo*
- Ms. Helen Darbishire — *Access Info Europe*
- Mr. Mukelani Dimba — *Open Democracy Advice Centre (ODAC)*
- Mr. Aidan Eyakuze — *Twaweza*
- Mr. Alejandro Gonzalez — *GESOC*
- Mr. Nathaniel Heller — *Results for Development*
- Dr. Robin Hodess — *Transparency International*
- Ms. Suneeta Kaimal — *Natural Resource Governance Institute (NRGI)*
- Ms. Zuzana Wienk — *Fair Play Alliance*
- Mr. Sugeng Bahagijo — *International NGO Forum on Indonesian Development (INFID)*

Major OGP Steering Committee Meetings:



Paris Declaration: Collective Actions to Accelerate Open Government

On 7 December 2016, the **Steering Committee** of the Open Government Partnership endorsed the “**Paris Declaration on Open Government.**” In this declaration, countries and civil society organizations reaffirmed OGP’s principles and values of transparency, integrity, public participation, and collaboration in order to forge more inclusive, just, and sustainable democracies in the current geopolitical context.

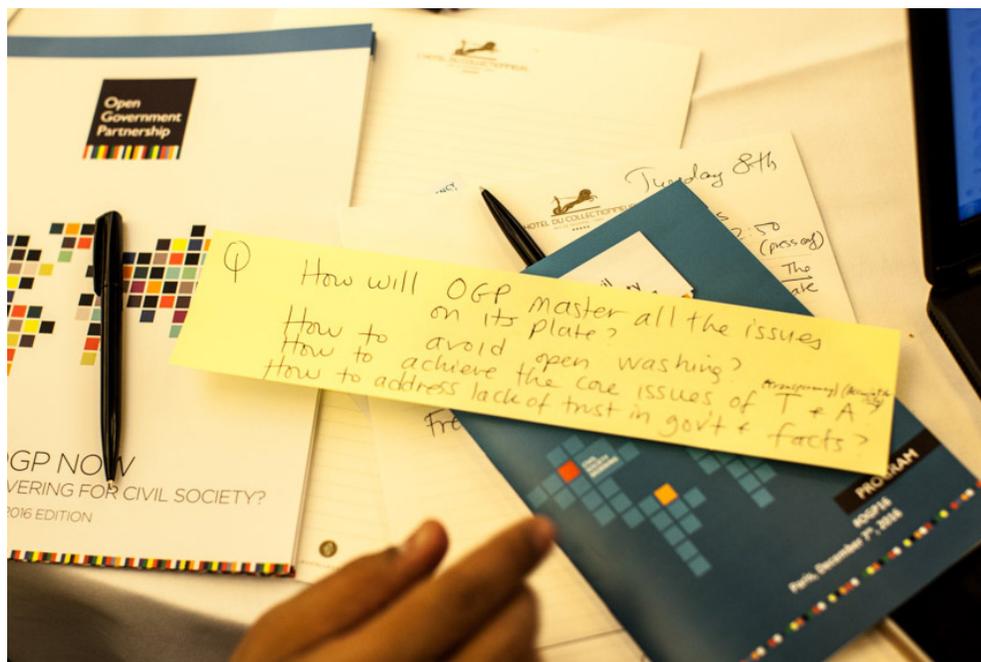
The declaration contains 20 collective actions and yielded 300 contributions from more than 30 governments and 70 civil society organizations, providing a clear, positive vision for OGP’s future. Through this declaration, the cosignatories commit to push forward international cooperation on priority open government themes, such as fostering transparency, integrity, and the fight against corruption; working on climate change and sustainable development; and sharing common digital tools and capacity.

Positioning OGP as a Global Force for Change

OGP has continued to attract and secure high-level political commitments to open government reforms, as evidenced through its global and regional events. OGP's *mid-term review (MTR)* confirmed that OGP has strengthened the international effort and normative framework for openness in government. Building on this success, OGP continued its efforts in 2016 to raise collective ambition in priority areas for citizens, going to the heart of state credibility. But 2016 also saw an unfolding of events in the geopolitical landscape that prompted OGP to better define what it stands for going forward. It is an opportunity to position OGP as a partnership of countries where pluralism, inclusion, and deliberation are the bedrock of open government reforms, and for governments to demonstrate leadership in championing these reforms to improve citizens' lives.

The Paris Declaration on Open Government **reaffirmed the partnership's principles and values in the current geopolitical context.** The 20 collective actions are the culmination of 300 contributions from more than 30 governments and 70 civil society organizations. Transparency in political party financing, lobbying and influence peddling, climate action, and the Sustainable Development Goals (SDGs) were some of the frontier areas where the cosignatories committed to push forward international cooperation in the years ahead.

Similarly, at the London Anti-Corruption Summit in May, **OGP was positioned as a vehicle to ensure implementation**



and accountability of anti-corruption commitments. There were 40 countries, 11 heads of state and government, civil society, multilateral organizations, and businesses at the summit. The final *communiqué*, signed by all of the government leaders, listed OGP as a key mechanism for achieving anti-corruption measures. The *Economist* magazine provided more visibility to the open government agenda by referencing how OGP can sustain the summit's commitments. Additionally, 11 governments used their individual *country statements* to explicitly state that they will be engaging with OGP to further their anti-corruption work, and the President Muhammadu Buhari of Nigeria announced that his country would soon join the partnership.

This past year also saw an **expansion of the partnership in scope and breadth.**

Geopolitically important countries from Asia, Africa, and Europe joined OGP in 2016, presenting a major opportunity to expand the arc of open government to new populations around the world. In a bid to deepen citizen engagement and government responsiveness, the partnership also expanded vertically to subnational governments in 15 countries.

Together these activities should help to build a global movement of reformers who, through a combination of mentoring, advocacy, and thought leadership, will reshape and strengthen citizen-state relations.

Energizing Country-Level Action



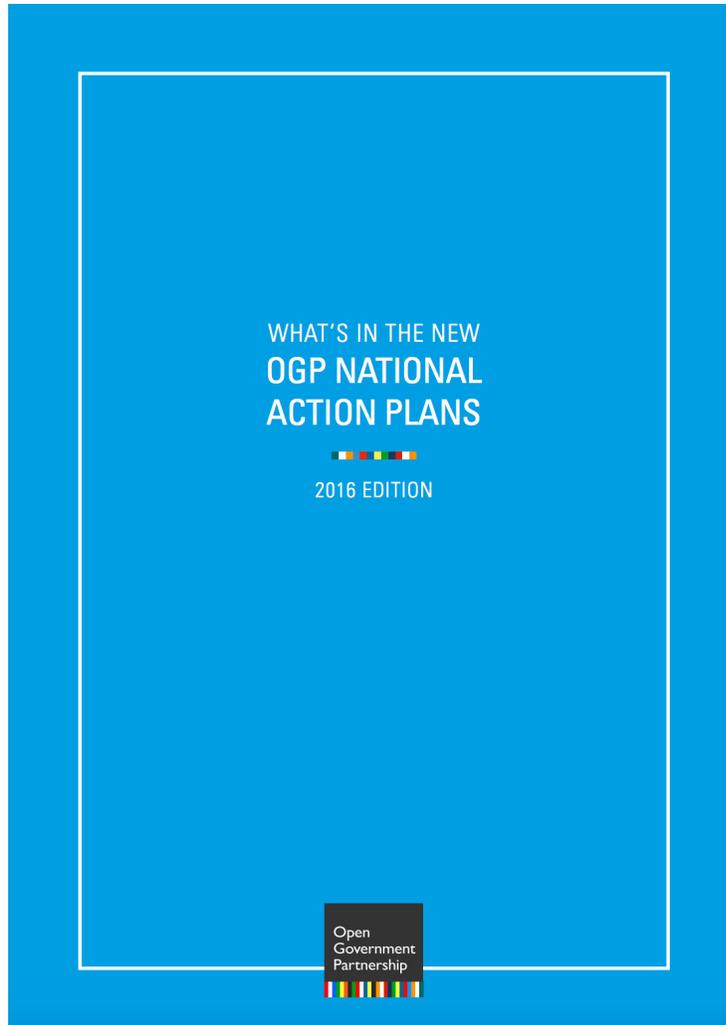
Stronger relationships with reformers, priority country visits, a significant increase in peer exchanges, and an expansion of OGP into local government are all signs of marked progress in 2016 toward more substantive forms of support. IRM reports show that OGP's support has led to higher quality National Action Plans (NAPs) and co-creation processes in many countries. Efforts are now intensifying to identify and address factors that affect the implementation and ambition of NAPs on a country-by-country basis.

OGP has helped countries strengthen **the foundation for their participation in OGP**. The IRM's second Technical Paper—[Beyond the Basics, OGP Action Plans 2012–2015](#)—shows that commitments are more specific and show improved relevance to OGP values. Most importantly, however, **co-creation processes between government and civil society are now a much more established concept**, especially in OGP countries that have gone through several NAP cycles. This cultural shift, at least within the OGP process, has been one of the great

successes of the OGP model. A survey conducted with OGP reformers during the MTR reflects this accomplishment. Nearly half of respondents said that consultations between government and civil society on the quality and openness of government had become both more frequent and more productive as a result of OGP.

Building on this success, **OGP is scaling up its country-level support to improve NAP implementation and ambition.** The team continued to cultivate strong relationships with reformers and visited 25 countries in 2016. As a result of this process, OGP is now better equipped to understand unique factors affecting reforms in each country and to convene actors from civil society, government, donors, and multilateral institutions to jointly address them. The OGP Steering Committee has been a strong supporter of this effort.

In 2016, **OGP facilitated 138 peer learning exchanges in 61 countries**—nearly double the number in 2015. Beyond sharing best practices on the national OGP process, government and civil society peers exchanged ideas on specific thematic areas. The most popular themes included natural resources governance, anti-corruption, open data, and legislative openness. According to the midterm review findings, mutual learning and support is highly valued among civil society and government officials alike, and their most frequent demand has been for more involvement and materials and more tailoring to regional and national contexts. There has been an increase in the opportunities for learning through a variety of venues—in addition to peer exchanges—such as thematic working groups, regional peer learning networks, webinars, POC camps, civil society days, and conferences. And government and civil society actors have assembled a budding movement of reformers who are championing open government locally, nationally, and internationally.



What's in the New OGP National Action Plans, 2016 Edition

Through the efforts of these reformers, countries have made significant advancements in their NAPs to improve people's lives and fight elite capture and corruption in 2016. For example:

- Kenya committed to creating an open and public beneficial ownership register;
- Chile launched the open government model for municipalities;
- Sri Lanka is improving public access to preventative measures that combat chronic kidney disease;
- Sierra Leone increased citizens' access to climate-related information;
- Lithuania included commitments to raise awareness of anti-corruption efforts in healthcare with an aim to reduce bribery;
- Costa Rica promoted the transparency of government contracts through the entire procurement process; and
- Bulgaria aimed to strengthen procurement processes by making applicants for large tenders disclose beneficial ownership.

However, **reformers also face serious challenges**. While rates of implementation are on the rise, the ambition and potential impact of commitments have not improved, according to the IRM's second Technical Paper. [Recent research](#) has highlighted that establishing the rules, mechanisms, and institutions to facilitate open government are not enough to produce ambitious reforms. The performance of OGP countries depends to a great extent on the incentives, resources, and interests facing domestic political actors. To address these challenges, OGP's Strategic Refresh has prioritized broadening the collective ownership of OGP and strengthening country capacity, coordination, and coalitions to tackle implementation challenges.



OGP Working Groups

The [Legislative Openness Working Group](#) cohosted a workshop with Slovakia's legislative body, the National Council of the Slovak Republic, which brought together more than 40 participants from 10 countries in Central Europe and the Western Balkans, including members of several parliaments, legislative staff, and civil society organizations. The participants discussed the creation of legislative openness caucuses and parliamentary groups as well as the development of legislative openness action plans in several countries. Drawing on the successful experiences of parliaments in Georgia, Ukraine, and elsewhere, the group began to compile a series of recommendations for approaches to openness reform and engagement in OGP.

The [OGP Openness in Natural Resources Working Group](#) organized a workshop on the margins of the [International Open Data Conference](#) in Madrid, Spain. The workshop brought together government and civil society experts from Colombia, Mexico, Tunisia, the United Kingdom, the United States, Indonesia, Australia, the Philippines, Tanzania, and Liberia to share expertise and best practices for improving natural resource governance using contract transparency, beneficial ownership, and environmental disclosures. Participants also discussed ways to enhance the capacity of government actors to strengthen a shared understanding of open data principles and how these can be applied to natural resource sectors to ensure that citizens benefit from natural resource wealth in their countries.

STAR REFORMS IN THE OPEN GOVERNMENT PARTNERSHIP



OGP published a Star Reforms [guide](#) showcasing a selection of commitments from OGP NAPs that were awarded “star” status by the IRM in its latest cycle of reports. They represent exemplary reforms that have a potentially transformative impact on citizens in the country of implementation.



Going Local: Subnational Action Plans Are Launched

The Global Summit marked an important moment in [accelerating](#) OGP’s subnational work; 15 subnational pioneers submitted their Action Plans. The [Action Plans](#) mainly focus on tackling inequality, improving public services, and innovating participatory processes, such as participatory budgeting. A few highlights include:

- Tackling homelessness in Austin, Texas, by better informing funding and policy making;
- Improving the quality of public services supporting community health projects in Bojonegoro, Indonesia; and
- Improving education in Kigoma, Tanzania, by increasing the transparency of online data and receipts in the free education funds.

The year 2017 will see the implementation of these commitments while also working to plan the future of the [Subnational Pilot Program](#). There will also be a potential expansion of the pioneer group, as well as an integration of subnational engagement into NAPs and the development of a network of subnational reformers in-country and globally.

Driving Change from the Bottom Up

OGP's impressive gains can only be consolidated with persistent participation, advocacy, and monitoring by civil society organizations on the ground. In 2016, OGP helped civil society organizations provide bottom-up pressure to make co-creation processes more meaningful, advocate for more ambitious commitments, and better navigate situations that would threaten existing progress. Understanding that a multiplicity of leaders and voices are needed to sustain the movement, OGP also mobilized civil society organizations in new countries to join OGP and partnered with international coalitions and networks to broaden ownership of OGP.

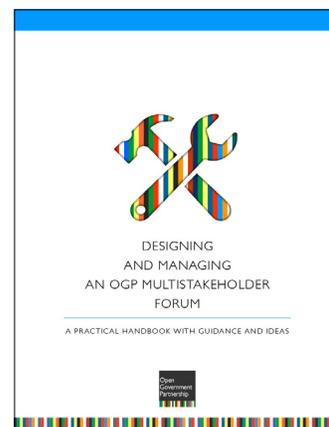
OGP continued to advocate for regular, meaningful consultation processes by institutionalizing the forum for dialogue between government and civil society. As of 2016, **43 countries had an active structured environment in which government and civil society maintain an ongoing dialogue regarding national OGP processes.** For example, in Uruguay and Chile, OGP successfully helped civil society organizations rally support from different political actors to secure the launch of a permanent dialogue mechanism. In Australia's first NAP, civil society organizations successfully advocated for the inclusion of a commitment, to be jointly developed by government and civil society, on establishing a multi-stakeholder forum for ongoing engagement.

These efforts culminated in two major products that codified standards and practice on co-creation. First, OGP published a handbook titled “**Designing**



and Managing an OGP Multistakeholder Forum,” which provides practical ideas and guidance for countries seeking to meet OGP requirements as well as best practices. Second, in response to community demand for higher government co-creation standards across the board, OGP developed new **Participation and Co-creation Standards.**

The standards were open for public consultation and will be rolled out officially in 2017.



Along with resources and toolkits, **OGP invested in several regional and international spaces for peer exchange and learning among civil society organizations.** These forums witnessed a cross-fertilization of ideas among national, regional, and global civil society organizations on ways to improve national OGP processes, raise the overall ambition of OGP in key themes of open government, and find ways for civil society to respond to the shrinking of civic space, which remains a global threat and a challenge for several OGP countries.



Learning Events for Civil Society

In January, the civil society engagement team hosted an annual **Civil Society Peer Learning Event** to encourage sharing of effective tools and experiences among national civil society leaders and members of the OGP Steering Committee. The **Asia-Pacific Regional Dialogue** and subregional events in Central and South America provided further opportunities for a similar exchange at the regional level. Other peer learning exchanges included the **Civil Society Leaders' Breakfast** and the civil society days at the **Africa Regional Meeting, the Americas Regional Meeting, and the Global Summit.**

Through these ongoing efforts of OGP, **civil society organizations were able to effectively advocate for the adoption of several ambitious NAP commitments** during the course of 2016. These include commitments on:

- Fiscal transparency, extractives, and beneficial ownership in Kenya;
- Political party finance reforms and improving the enabling environment for media in Mongolia;
- Openness in health and education, and the implementation of the Right to Information Act in Sri Lanka;
- Adopting open standards for contracting in Albania; and
- Improving whistleblower protections, implementing the Extractive Industries Transparency Initiative (EITI), and enhancing public participation in government decision making in Australia.

Moreover, strategic coordination between OGP, the Anti-Corruption Working Group, and national civil society organizations **led to the embedding of 33 commitments, which were formulated by leaders at the London Anti-Corruption Summit, in the 2016 NAPs.** This includes NAPs from Bulgaria, Nigeria, Norway, Kenya, Romania, and the United Kingdom, among others. If delivered, these commitments have a potentially transformative impact. The collective actions adopted in the Paris Declaration also provide a concrete opportunity for civil society organizations to work with their governments on a number of these important thematic priorities in the future.

However, progress in OGP countries is sometimes threatened by political instability or government transitions. OGP has become smarter at anticipating these threats and in **helping civil**



society organizations to navigate through these situations and protect the open government agenda from setbacks. In Tanzania, El Salvador, and Mongolia, OGP helped civil society organizations reinvigorate the national process and encouraged new actors to join the conversation. In Mongolia, OGP collaborated with local and international civil society partners and coordinated outreach to the new government to secure its commitment to implement the ambitious NAP submitted under the previous administration. Similarly, in Australia civil society used the general election to advocate for an improved consultation process and for increasing the scope and ambition of the NAP under development. In Argentina, civil society helped co-create an addendum of commitments to the existing

NAP developed under the previous administration to address shortcomings in several areas.

In order to sustain momentum for the open government reform agenda, the inclusion of strong leaders and diverse voices from a broad section of society are necessary not just at the national level but also at the global level. In 2016, **OGP intensified its engagement with international coalitions, women's networks, and youth groups** who helped facilitate the inclusion of diverse themes and sharper commitments into NAPs. For example:

- The Asia Foundation, Transparency International, and Save the Children in Sri Lanka provided targeted technical assistance and content support to help shape commitments on health and education.

- The International Budget Partnership was invited to participate in the consultation process and led the development of the commitment on fiscal transparency in Kenya's latest NAP.
- The Americas Regional Meeting in Montevideo saw the launch of **the first OGP women's network, #MujeresOGP**, which has steadily increased its membership base and was a trending topic in Uruguay for close to 24 hours.
- Recognizing the crucial role of the media and investigative journalism in shining light on the importance of open government, OGP organized a **Data Journalism Bootcamp** for 100 journalists and civil society activists from 12 countries during the Global Summit in Paris and featured the work of prominent organizations like the Committee to Protect Journalists, the International Consortium for Investigative Journalists (ICIJ), and Reporters Without Borders.
- The CSE team also worked with partners **to bring youth voices into civil society coalitions**. In Guatemala, OGP helped Congreso Transparente, a young dynamic organization, to successfully build a coalition to develop the NAP with a new government; the coalition includes young street protesters like Justicia Ya! alongside traditional civil society organizations. In Tanzania, Restless Development facilitated the first youth consultation on its NAP.

OGP also worked with civil society organizations to **bring new countries into the partnership in 2016**, including Germany, Nigeria, and Pakistan. Nigeria's entry into the partnership was a result of strategic and coordinated engagement with government officials, partners such

as USAID and DfID, and Open Alliance, a coalition of civil society organizations.

Lastly, in 2016 OGP **ushered in new civil society leadership within the Steering Committee**. The selection process saw a very diverse group of civil society leaders selected to join OGP's governing body. A global, transparent, and participatory search process resulted in six candidates selected from 47 nominations. Five of the six were women, correcting a prior gender imbalance within the committee. The civil society members of the Steering Committee initiated a series of **Strategy Dialogues** to engage the civil society community in OGP's Strategic Refresh. These conversations helped ensure that priorities from the diverse thematic interests, regions, and political contexts of the civil society community are represented in the ongoing development of the partnership. More than 500 participants contributed insights at three regional teleconferences and five in-person consultations in Manila, Madrid, New York, Panama, and Paris. These insights into what is working in OGP and the key challenges for civil society have informed the direction of the Strategic Refresh and delineated the work for civil society and the Support Unit team going forward.

There is consensus that for the open government agenda to succeed, reforms need to resonate more with the needs of ordinary people, deliver tangible results, and help build trust between governments and their citizens. For civil society, the challenge is to **build smart coalitions**, both vertical and horizontal, **to make the OGP process more inclusive and to bring in new participants**. Additionally, civil society needs to demand stronger co-creation processes and improved permanent dialogue mechanisms. The

aim is to raise the ambition and delivery of commitments, particularly those that create space for civic participation and government responsiveness. **For OGP it will mean stepping up political work at the country level**, brokering more resources and technical assistance for monitoring and implementation support, fostering better peer learning between stakeholders, and working with the Steering Committee to set the right incentives and deterrents for participating countries.



The Open Government Awards

In its third year, the [Open Government Awards](#) focused on the role of civil society in “making transparency count.” Civil society organizations from all OGP participating countries were eligible to apply. OGP received 42 applications, with 28 passing to the evaluation stage. While civil society organizations were the primary applicants, all applications had to demonstrate partnership with the government in designing, implementing, or monitoring the initiative. Additionally, initiatives were required to be directly related to an OGP NAP or specific commitment.

Seven initiatives won. Honorable mentions from OGP’s four regions went to Malawi, for the Construction Sector

Transparency Initiative; the Netherlands, for the OpenSpending initiative; Mexico, for the Budget Transparency Portal; and Mongolia, for the Check My Service initiative.

Among the top three initiatives, third place went to Honduras, for the Construction Sector Transparency



Initiative. Honduran President Juan Orlando Hernandez joined the initiative on stage at the OGP Global Summit’s Opening Plenary. Indonesia won second place, for the API Pemilu data platform, which opened up election data to help educate voters and ease the election process. In first place was Ukraine, which won for the ProZorro initiative, making government procurement accessible to the public. Ukraine also received special recognition for youth involvement in the initiative.

Holding Countries Accountable for Progress and Protecting OGP Values



Part of what makes OGP different is that it is more than just a talk shop or a professional organization. Governments must uphold the basic values outlined in the [Open Government Declaration](#) and strive to complete ambitious commitments. The IRM remains key to fulfilling this goal by monitoring and assessing progress, and in 2016 the IRM made impressive achievements in keeping participating countries accountable and facilitating learning between NAPs. But 2016 also saw a different kind of accountability in action—that which protects OGP values under threat in a

number of countries. Together these events sparked broader inquiry within OGP on its “rules of the game” and whether there are safeguards incentivizing countries’ innovation and risk taking, while discouraging inactivity and lack of ambition.

More than **50 countries received IRM progress reports** on the status of their NAP commitments in 2016. These reports detail what commitments were completed and what effects they may have already had, as well as outlined recommendations. The IRM is now in the process of carrying

out reporting in all OGP countries and 15 subnational pioneer countries.

However, **the biggest innovation in 2016 was the widespread application of the end-of-term reports**. These reports cover the entire two-year lifespan of OGP NAPs and look for early evidence of how government behavior changed as a result of the commitments. The aim of these reports is to help countries to learn from one another and to take stock of what governments achieved as a result of their NAPs.

As a result, once the production of the reports is complete, the IRM focuses

squarely on uptake and use of the reports by civil society and governments. In the MTR survey, **70 percent of respondents felt that IRM reviews directly influenced the next NAP and helped make it better.** The IRM built on this success, improving report readability and holding launch events in nearly 30 countries with balanced representation from government and civil society organizations. Seventy-three percent of the launch events for reports saw participation from a deputy minister or higher, up from 46 percent in 2015. High-level participation at national IRM report launches brought greater visibility to the reports and helps to hold the government accountable for its OGP progress.

The IRM also launched its [second major Technical Paper](#), which looked at how OGP has improved and where it needs to go next. It identified improved participation, more clearly written commitments, and growing rates of completion, but also found evidence of diminishing ambition in NAPs. The paper had a major role in informing the 2016 Strategic Refresh,

which focused on improving collective ambition in critical areas.

While the basic reporting infrastructure of the IRM identifies areas for improvement in the OGP process at the national level, **2016 saw the implementation of another accountability mechanism within OGP.** To operate effectively, OGP depends on civic space, which is defined as the basic freedoms and opportunities that enable civil society and individual citizens to advocate for open government reform. Some of the fundamental values of the OGP model have been called into question in a number of participating countries.

In response to a number of civil society requests for Steering Committee intervention in countries, OGP adopted the [“Response Policy”](#) in 2015. **During 2016, the policy led the OGP Steering Committee to review complaints filed against several countries**, including Azerbaijan, which was made “inactive” pending improvements to the operating environment for civil society. The decision represents the first time that the OGP

Steering Committee has taken action to address unresolved issues around civic space in one of its member countries. The Response Policy was also triggered in the case of Hungary, following concerns about shrinking civic space. The concerns were found to be relevant, and OGP issued recommendations to the government. The Hungarian government voluntarily decided to withdraw from OGP in December 2016 on the eve of the Global Summit.

Finally, separate from the Response Policy, countries that are part of OGP must act in accordance with OGP principles. Most importantly, they must consult with civil society to regularly produce NAPs. The government of Turkey was designated inactive in OGP during the third quarter of 2016 after failing to submit a new NAP; Turkey submitted its first NAP in 2012 but has not submitted one since. This marks the first occurrence in which the OGP Steering Committee designated an OGP country as inactive for failing to follow the OGP process for two consecutive NAP cycles.

In the coming year, OGP will review the performance of the Response Policy and will work to **improve the broader “rules of the game”** in order to ensure that OGP countries are constantly improving the environment for government-civil society collaboration and incentivizing the co-creation of ambitious open government reforms that tackle the toughest challenges facing society.



Learning from Evidence and Evaluating Impact



The year 2016 turned out to be the year of many “firsts” for OGP’s efforts in evidence-based learning. Five years into the partnership, OGP made a significant effort to understand where and how it was making a difference at the global and country levels. Given OGP’s unique place in the landscape of open government, its learning and evidence building work was not limited to the partnership alone. OGP also sought to strengthen the instrumental value of open government by capturing the impact of the work of reformers outside the partnership and applying it to countries within the partnership.

A number of institutions, including the Center for American Progress, Global Integrity, and Princeton University, produced a large body of research concerning OGP commitments in 2015. **OGP distilled key findings from the studies to understand their implications for the work of the partnership.** The research had broadly attempted to explain the success and/or failure of OGP commitments in early stages and was especially helpful in placing OGP interventions within country-specific contextual challenges. The major studies were synthesized to generate programmatic recommendations for

OGP staff and incorporate these findings into future strategies. OGP also began **maintaining an outcome mapping journal to capture the intermediate effects of its work** on the behaviors, relationships, and actions of senior political leaders, midlevel government reformers, and civil society actors in a few OGP countries. This real-time exercise is an attempt to create a space for deep reflection, adaptation, and experimentation of OGP’s strategies on the ground.

Aside from in-house learning activities, OGP commissioned its **first independent evaluation** to a team of experts. The **MTR** of OGP’s four-year strategy (2015–2018)



examined the validity of OGP's theory of change, tracing the contribution of its activities to outcomes at the country and global levels, and assessed whether OGP's rules of engagement were working to provide the right incentives for country performance. The MTR was an intensive process of reflection and learning which was critical in informing the future direction of OGP as outlined in the

Strategic Refresh.

But 2016 also marked OGP's fifth year as a partnership, and there has been increasing appetite in the open government community to **understand whether OGP is contributing to improved government effectiveness and policy making**—leading to real impact in people's lives. With this in mind, OGP commissioned research to investigate the early results of a set of completed and potentially transformative reforms from NAPs submitted in 2011 and 2012. **Seven cases** from Chile, Costa Rica, Tanzania, Italy, Indonesia, Macedonia, and Israel were showcased at the Paris Global Summit, demonstrating the added value of the collaboration between government and civil society.

Notwithstanding the efforts to capture OGP's impact, there continues to be a need to **shift from normative arguments**

of the value of open government to the positive, instrumental value of open government. OGP acknowledges that this value is still not well understood among many governments and particularly high-level policymakers, making OGP reforms difficult in those countries. As a result, OGP commissioned a [study](#) by the Brookings Institute to review the empirical and theoretical literature and identify what is known about opening government and its return on investment in terms of government efficiency, public accountability, and development outcomes.

As OGP grows, these activities will need to become part of a coherent strategy to generate knowledge, fuel learning and exchange, and inspire innovation within the partnership.



OGP's Mid-Term Review: Key Findings and Recommendations

Theory of Change: OGP's Theory of Change (ToC), while having considerable promise as a statement of goals and as a roadmap, is too generic. OGP should incorporate lessons and tactics learned into a more specific ToC which reflects the divergent developmental, political, and civil society contexts of OGP countries.

Chain of Interactions and Outcomes: OGP has strengthened the international effort and normative framework for openness in government. However, at the level of its operations and progress metrics, both internationally and in OGP countries, the experience has been more mixed. For instance:

- OGP has been highly successful in securing public commitments from high-level political officials. But high-level political commitments do not always translate to effective action at the working level of government. OGP should deepen and strengthen the techniques for distinguishing genuine from pro forma commitments. OGP should also improve the ability of pro-reform actors to navigate political challenges and broaden OGP ownership across centers of power in relevant parts of government.
- The co-creation process has in many ways been a success and has a positive value that tends to increase over time. But OGP should ensure that the CSOs representing the citizenry in OGP processes are sufficiently broad based, legitimate, and capable.
- Peer learning and working groups, both of which are critical and much

appreciated, nonetheless need to be optimally designed and resourced to continue to be effective.

- IRM reports are widely considered credible and help to ensure accountability for results. But the impact of the reports depends on countries' sensitivity to peer pressure and is strengthened by external factors such as the reaction of the international community.
- OGP should encourage longer-term reform commitments by considering lengthening the two-year NAP time frame or the time frame for individual commitments to be completed. OGP should also consider cumulative benchmarks and measurement over the life of several cycles with special IRM reports and longitudinal studies targeted at longer-term achievements.

Rules of the Game: OGP should consider having one set of expectations for countries at the point of entry and a different set of expectations for the duration of a country's participation. The eligibility criteria, co-creation guidelines, response policy, IRM reports, and other tools that comprise OGP's rules of engagement need careful consideration and calibration to ensure they are incentivizing country compliance and performance.

Legal and Organizational: OGP's governance with respect to the Steering Committee could benefit from a stabilizing of OGP's priorities, perhaps by limiting the co-chairs' role in setting a new agenda each year and/or rotating them

less often. Uniformly, OGP participants praised the dedication and energy of the OGP Support Unit but noted that it is understaffed and under resourced. OGP faces the challenge of matching means to ends and needs more support to continue to operate and to deepen and expand every aspect of its activities in an increasing number of countries. The transition of OGP to independent legal status as a DC-registered nonprofit also has significant implications for OGP from a legal, administrative, and financial management perspective.

Communicating the OGP Story

With a now fully staffed communications team, OGP significantly increased its global visibility in 2016 by increasing its social media output, producing informational materials, and conducting extensive press outreach. In addition to highlighting the work of government reformers, these activities also created space for peer exchanges, provided support to country-level reformers, and ensured that key OGP messages reached targeted audiences.

Conscious of **global interest in increased social media communications**, OGP invested substantially in building its social media channels. This allowed us to share stories and successes more quickly and easily, learn from and respond to partner organizations, engage citizens, keep community members posted on important milestones and deadlines, and highlight OGP progress in participating countries. Blog posts, which provide an opportunity for expression and criticism, grew by 48 percent in 2016. Similarly, OGP's social media following grew on Twitter by 35 percent and Facebook by 21.5 percent. OGP also diversified its social media activity by launching an Instagram account which has attracted younger audiences especially with its ongoing "Humans of OGP" series. OGP's peer exchanges also benefited greatly from these mechanisms. For example, Facebook Live sessions attracted as many as 1,000 viewers each on topics ranging from multi-stakeholder forums to France's OGP Toolbox to the OGP Global Summit in Paris.

Press coverage can serve as a



monitoring mechanism, an informational conduit, or an opportunity for OGP reformers to be publically recognized for good work. By reaching out to journalists and issuing both general and country-specific press releases, **OGP greatly increased its press interaction and social media attention.** For example, for OGP's five-year anniversary event held on the sidelines of the 71st UN General Assembly, OGP Steering Committee members participated in a twitter clap, promoting the event on multiple social media channels. The event was mentioned in news sources from almost 30 different countries, and the #5YearsOGP hashtag was the top trending hashtag in New York on the evening of 20 September. The coverage of the Global Summit in Paris was even more impressive with mentions in more than 500 news articles

and opinion pieces. The summit's #OGP16 hashtag was the top trending hashtag in France on the evening of 7 December and the top trending hashtag in Paris for most of that day and on the 9 December.

In an effort to keep the open government community informed of OGP's media presence and help reformers understand how their work is perceived, the communications team **started a new weekly analysis of OGP's international coverage** in a blog series titled "OGP in the News." OGP also organized a data journalism training on the eve of the Global Summit in Paris. The training brought together a growing movement of journalists and civil society members who are proactively using government data to analyze important trends and monitor for possible corruption.

OGP also began **building a new OGP**

website, set to launch in March 2017, which will heighten OGP's impact and expand support to the open government community. Free and accessible information is a pillar of open government theory; its comprehensive use, sharing, and analysis is a vital part of the work of opening government. In order to be a model for open data and knowledge exchange, the new website will have a bold new design with clear statistical and narrative paths to serve OGP's core constituencies: government, civil society, journalists, researchers, and donors.

A number of informational materials were created in 2016 to better communicate OGP's mission and impact. The new [OGP brochure](#) and a [5 Years of OGP](#) film are now reaching French- and Spanish-speaking audiences in addition to English-speaking audiences. OGP's monthly [newsletter](#) now reaches more than 6,000 subscribers while the Spanish-language newsletter, [Boletín de OGP](#), has more than 2,000 subscribers. Special regional newsletters were produced to highlight meetings in Africa, the Americas, and the Asia-Pacific region. To cater to the more technical information needs of specific constituencies, the OGP communications team launched a monthly [Gazette](#), which provides detailed procedural and technical information for reformers to successfully complete their NAPs. Additionally, communications toolboxes were created for the IRM, civil society, and government partners to encourage and **improve OGP communications and outreach at the national level.**

The year 2016 also saw a significant **communications push around the 45 NAPs released.** Through the use of the #OGPNAP hashtag, OGP called attention to new NAPs and provided member countries with concrete examples of transformative reforms by highlighting



ambitious commitments. Similarly, OGP led the **communications push to launch 36 IRM progress and end-of-term reports.** By communicating countries' progress in achieving their OGP commitments, OGP empowered the IRM researchers, participating OGP governments, and our civil society partners to expand their public outreach and hold report launch events. Throughout the events, OGP encouraged partners to use the hashtag #OGPprogress on social media. The hashtag generated significant social media activity and allowed partners from around the world to see what other countries were doing and discussing in their report launches. The events also garnered press interest, resulting in more than 80 news articles.

Going forward OGP's communications strategy will work to expand our audience, make OGP a more tangible concept, and galvanize a movement of reformers who see OGP as a compelling vehicle to tackle key challenges. Plans are in place for OGP to lead a greater open government community of communications leaders in an effort to support a united global push for greater openness. The team will also lead the global communications strategy

for OGP, which will take into account the Strategic Refresh, the MTR, and the potential role of open government to serve as a countervailing force to worrying political trends.



OGP Financials



In 2016, OGP's budget was USD 6.68 million, and total revenue was USD 6.09 million. A large grant OGP received in 2015 made the higher expenditure than revenue possible, and the grant was intended to support the four-year strategy (2015–2018). Of the total revenue in 2016, USD 2.65 million was from private foundations, USD 1.137 million was from bilateral donors, and USD 2.31 million was from OGP country contributions. The audited financial reports will be posted on our website once they are available later in 2017.

A breakfast with potential donors was also organized on the sidelines of the Global Summit, targeting both contributions to the OGP Support Unit and to the new Multi-Donor Trust

Fund (MDTF). These are key avenues through which OGP is attempting to further mobilize financing to address implementation of NAPs in countries. OGP received strong support from a number of governments, as well as foundations, to secure additional resources to finance the implementation of OGP's Strategic Refresh.

Current OGP funders:

Private Donors

Ford Foundation
Hewlett Foundation
Omidyar Foundation
Open Society Foundations

Governments

To see a full list of governments, [click here](#)

Bilateral Aid Agencies

Department for International Development (UK)
US Agency for International Development (USA)
To see a full list of contributions, [click here](#)