

Open
Government
Partnership



ANNUAL REPORT
2014



Executive Summary

In 2014, the Open Government Partnership (OGP) grew to 65 countries that collectively have developed more than 2,000 policy initiatives to make their governments more open, transparent and responsive to citizens. This was a critical year for many OGP countries to recommit to the initiative. Twenty nine countries submitted their second OGP Action Plans indicating a strong desire to continue participating in OGP. In addition, seven countries submitted their first OGP Action Plans. This result can be attributed in part to regular communication and guidance provided by a new, dedicated team within the Support Unit.

OGP's Independent Reporting Mechanism (IRM) was put to the test in 2014, as it published [progress reports for 35 OGP countries](#) completing the first year of their National Action Plan. Based on the data and findings presented in these reports, the IRM created two synthesis products this year: the [OGP commitments database](#) and the [IRM's first technical paper](#). These resources collectively provide substantial evidence of the level of compliance with OGP requirements and completion of OGP commitments across participating countries. However, many questions are still unanswered about how and why countries succeed or falter and about the impact of OGP reforms in the long run. To help stimulate independent research on these questions, the Support Unit published a [new OGP research agenda](#) in September 2014.

As countries developed their second OGP action plans, there were encouraging



OGP's new video: Changing the Culture of Government. [Click here to watch](#)

signs that the dialogue between government and civil society actors was improving. Several countries, such as Sierra Leone and Georgia established multistakeholder bodies (including civil society) to oversee OGP design and implementation. Irish civil society successfully used OGP regional meeting in Europe to advocate for the government to abolish fees related to information requests. Meanwhile, for countries where civic freedoms are under threat, the Steering Committee took the important step in 2014 of developing a new [response policy](#) designed to protect the values and principles of OGP.

Finally, 2014 was a critical year for OGP in its evolution from young start-up to a consolidated initiative with the necessary infrastructure to deliver on an ambitious vision. To chart this path, the OGP Steering Committee and Support Unit worked together

to develop a comprehensive [four-year strategy](#) for OGP. It outlines four overarching objectives – *building high-level political commitment, empowering government reformers, strengthening civil society engagement and promoting accountability for results* – and presents a staff structure and funding model that will allow the OGP Secretariat to advance these goals.

OGP held a High-Level event at the United Nations in September 2014, where it launched this strategy and showcased a new video celebrating OGP's third anniversary. The event attracted 10 Heads of State and Government and 30 Ministers, along with hundreds of global civil society leaders. This impressive turn out is a promising sign that OGP is building the high-level political commitment to help catalyze open government reforms in a diverse group of countries.

OGP by numbers in 2014

36 countries submitted new Action Plans containing over **900** commitments

Close to

200

OGP commitments were starred, meaning that these were notable for progress achieved and potential impact.

 OGP videos on YouTube watched by almost **50,000** people

10 

Heads of State and Government and 30 Ministers attended OGP's third anniversary at the UN

3

NEW COUNTRIES JOINED



BOSNIA AND HERZEGOVINA



FRANCE



TUNISIA

35

IRM published 35 progress reports, reviewing  progress on close to **1000** commitments

Over 70%

of countries held in-person consultations with civil society organizations

32,300   social media followers, up by 63%

33 governments competed for the Open Government Awards

 **1855** participants attended 25 webinars covering key open government issues

59  IRM researchers hired and trained



1 new partnership with the Asian Development Bank increased multilateral partnerships to **5**

160,000+ website users, up by 30% 

 OGP co-hosted **3** regional meetings (Latin America, Europe and Asia-Pacific) with over **1000** participants 

Supporting Open Government Reforms in 65 OGP Countries

After OGP's first two years of rapid growth, in 2014 our challenge was to step up our support to countries to help them improve the quality and completion of OGP Action Plans. With 46 countries due to submit an OGP Action Plan, the vast majority of which were second Action Plans, this was a real test of whether these governments would recommit to OGP for a second cycle.

Thirty-six countries from the Americas, Asia Pacific, Africa and Europe submitted Action Plans this year, and these plans included more than 900 specific policy commitments. Of these, 29 were second Action Plans while 7 were first Action Plans. Early information from the IRM national researchers indicates that compliance with OGP process requirements has improved in a number of countries from the first action cycle to the second plan. If preliminary data are confirmed, it would mean that the Support Unit indeed did a better job of clearly communicating OGP requirements and deadlines.

A number of partners came together to support this effort, as summarized below.



**SUPPORT UNIT:
Improving communication with OGP countries**

In 2014, the Support Unit built a team dedicated to supporting OGP leads in participating countries. Early in 2014, this team began to reach out to the 46 countries in the process of drafting their new Action Plans. OGP staff communicated regularly with

the government point of contact to track and to respond to on-the-ground developments. This meant that, aside from informing them about OGP requirements, timelines and events, the Support Unit was collecting real-time information about progress, delays and requests for peer exchange or multilateral support that might affect OGP implementation. The Support Unit was able to provide feedback on the draft Action Plans of 28 countries, helping to ensure that their OGP commitments were SMART: specific, measurable, answerable, relevant and time-bound. This will make it easier for the IRM to report on the delivery of these commitments.

In 2014, the Support Unit also began a systematic effort to gather information on all line ministry officials responsible for implementing specific OGP commitments. Using this data, the Support Unit will encourage a larger number of government reformers to connect with their peers via the OGP working groups, as well as access assistance from OGP's multilateral partners. Finally, the Support Unit launched a new OGP newsletter in September 2014. The newsletter provides information about upcoming events and showcases interesting OGP commitments.



**OGP GOVERNMENTS:
Promoting peer learning**

In 2014, OGP countries increased their efforts to support each other in the development and implementation of specific OGP commitments. For example,

the Government of Georgia learned from the experience of Mexico in developing and implementing its right to information program. On the margins of the U.S.-Africa Leaders Summit, U.S. government officials discussed their approaches to open government reform and organizing civil society consultations with government officials from Sierra Leone.

Thirty-two OGP governments, 13 civil society organizations, and each of OGP's five multilateral partners and working groups pledged in September 2014 to use their expertise in particular open government topics to support other countries. This is an encouraging sign of increasing interest in promoting peer exchange across countries.



THEMATIC WORKING GROUPS: Sharing expertise across countries

In late 2013, OGP launched five thematic working groups, each of which are co-led by one government and one civil society organization. The groups focus on the following topics: legislative openness, fiscal openness, natural resource transparency, open data and access to information.

In 2014, the five working groups provided feedback from subject matter experts on the draft Action Plans of 13 OGP countries, and they facilitated several exchanges to share experiences between countries. For example, the Legislative Openness Working Group brought together representatives of the Honduran

National Congress, Mexican Senate and civil society to share experiences on developing a bicameral commission on transparency within the Congress and to explore the development of legislative openness Action Plans. The Fiscal Openness Working Group collaborated with Paraguayan and Mexican civil society experts to help the Government of Paraguay in drafting and implementing a new budget transparency commitment. Over the course of the year, the Support Unit, OGP Working Groups and the World Bank also collectively held 25 webinars on specific open government challenges, attracting more than 1,800 government and civil society participants.



OGP MULTILATERAL PARTNERS: Supporting Action Plan development and implementation

In 2013, OGP established formal partnerships with four multilateral organizations to support the implementation of OGP commitments in participating countries: the World Bank, United Nations Development Program (UNDP), Inter-American Development Bank (IADB) and the organisation for Economic Co-operation and Development (OECD). In 2014, the Asian Development Bank (ADB) became the fifth OGP multilateral partner, and steps were taken to formalize the relationship with the Organization of American States (OAS) and Economic Commission for Latin America and the Caribbean (CEPAL).

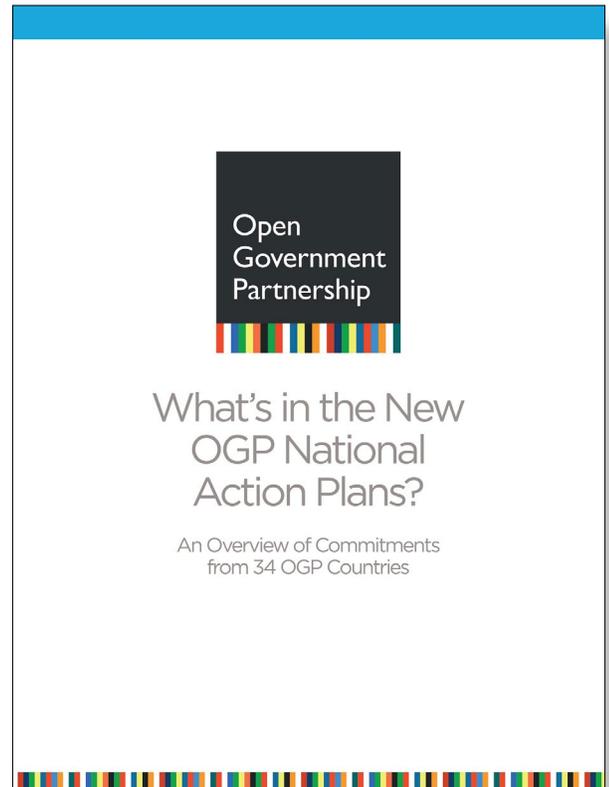
The Support Unit worked closely with

these organizations to coordinate support for OGP countries, particularly those developing new Action Plans. For example, the IADB and the OECD played a key role in supporting the development of the first Action Plans of Trinidad & Tobago and Tunisia respectively. The

World Bank continued to support the implementation of open data and open contracting commitments in the Philippines, and it pledged to support the implementation of 13 out of 14 commitments in the OGP Action Plan of Honduras.

Ambitious OGP Commitments

OGP's efforts helped ensure that domestic reformers had the tools and support they needed to design and implement more ambitious OGP commitments – and early signs are promising. For example, Guatemala has committed to publish the amount of regional distribution of royalties from extractive industries while Sierra Leone pledged to publish 70% of all mining and agricultural lease agreements and revised contracts. Greece will publish a list of all foreign offshore companies with taxpayer ID numbers while the United Kingdom will require companies to publish information on who owns, controls and profits from them. Chile and Lithuania will strengthen legal provisions that mandate public participation in government.



Expanding Civil Society Engagement in OGP

In 2014, OGP's Civil Society Engagement team actively worked with civil society partners in participating countries to advocate for better dialogue during and after Action Plan development. To do this, the team provided various tools designed to help civil society actors use the OGP platform effectively. For example, one new resource offers more detailed guidance on effective civil society [consultation processes](#), and another is a [pilot tool](#) for CSOs to conduct their own review of the design and implementation of OGP national action plan.

As 36 countries drafted new Action Plans, there were preliminary signs that in many countries the dialogue between government and civil society actors was improving and that actors had a better understanding of how to organize effective consultation. For example in Georgia, government and national civil society leaders fully co-govern OGP, and they shared responsibility for organizing a broader public consultation on the new Action Plan. The government and CSOs in Sierra Leone formed a broad Steering Committee, which then involved the diaspora in the consultation process. Civil society leaders in Malawi took the initiative to kick-start the OGP process with an out-of-town workshop with leading reformers.

Unfortunately, there are also examples of countries where space for active civic participation appears to be shrinking. Throughout the year, OGP's civil society partners spoke out strongly on the need to safeguard civic space, one of the key

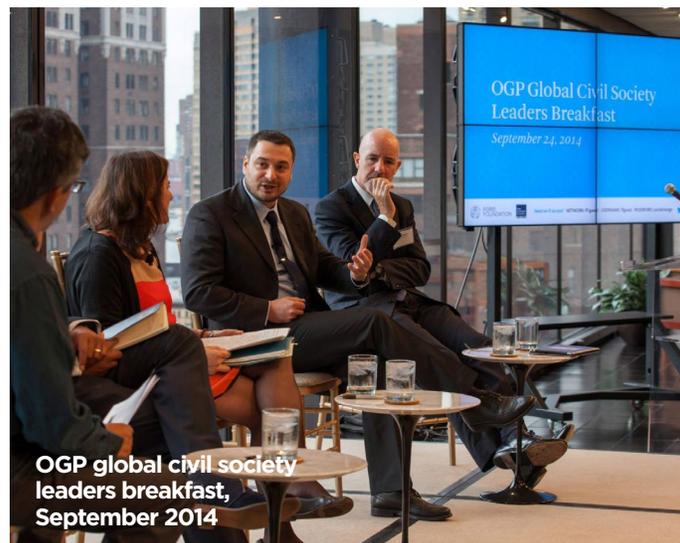
principles enshrined in the Open Government Declaration. Recognizing the importance of this issue, in September 2014 the OGP Steering Committee agreed to implement a new policy designed to uphold OGP values and principles in participating countries. The OGP ['Response Policy'](#) is an important step in the evolution of OGP. It sends a message that while OGP is voluntary and tailored to each national context, there are critical rights and freedoms that cannot be ignored if OGP is to succeed as a true partnership between government and civil society reformers.

Civil society advocates also worked to mobilize OGP countries in support of a strong governance goal in the post-2015 development framework, for example through a [joint communiqué](#) issued at the [Asia-Pacific regional meeting](#) in Bali, as well as a [joint statement](#) with governments at the Americas regional meeting in Costa Rica. The Costa Rica statement included a strong plea to feature safety and justice more prominently in open government reforms.

OGP continued efforts in 2014 to involve more civil society actors in the OGP process through partnering with global advocacy coalitions. Coalitions such as Oxfam International and Transparency International publicly [pledged](#) to activate their in-country networks to use the OGP

platform to advocate for open government reforms. Indonesian civil society leaders, with funders and the government, proactively organized outreach events in [five countries](#) in the Asia Pacific region – Malaysia, Cambodia, Vietnam, Myanmar and Papua New Guinea – to introduce OGP and prepare them for eligibility to join.

In 2014, the Civil Society Engagement team became fully integrated with the OGP Support Unit, which is having two positive effects. First, it ensures that the Support Unit dedicates equal time and energy to support OGP's two key constituencies: government officials and civil society actors. Second, on a practical level, the integration helps institutionalize strong coordination and communication across the team. To strengthen the capacity of the Civil Society Engagement team to do more country-level outreach, in 2014 the Support Unit [hired a new regional coordinator](#) for Africa and the Middle East and launched a search for a regional coordinator for Asia.



OGP global civil society
leaders breakfast,
September 2014

Independent Reporting on Progress

OGP's IRM is responsible for issuing regular, objective reports on the progress OGP countries are making in implementing their National Action Plans. To do this, the IRM hires and trains local researchers in all 65 countries to draft the progress reports, which the IRM International Experts Panel (IEP) then peer reviews. Once complete, the reports are made public, with the goal of stimulating a dialogue on how to improve a country's OGP performance over time. The IRM therefore plays a critical role in promoting accountability for results across OGP.

In 2014, the newly established IRM was put to the test, as the small team published progress reports for 35 OGP countries completing the first year of their OGP National Action Plan. Based on the huge amount of evidence presented in these 35 reports, two valuable synthesis products emerged: the [OGP commitments database](#) and the [IRM's first technical paper](#). These resources collectively provide substantial evidence of the level of compliance with OGP requirements and completion of OGP commitments across participating countries.

The resources show that the IRM researchers assessed 200 commitments as being "starred" - i.e. having the potential of transforming business as usual in the relevant policy area. The IRM assigns commitments with a 'star' if they (a) are specific enough to be measured, (b) are clearly relevant to open

government values, (c) have significant potential impact and (d) are substantially or completely implemented. On a less optimistic note, many countries did not follow OGP's seven required steps for public consultation, but 74% held at least one in-person consultation with civil society organizations to seek input on the OGP Action Plan. Across the board, countries completed an average of 27% of their commitments, but this number is expected to rise during the final months of implementation.

In 2014, the IRM began hiring national researchers at an earlier stage in the process to allow for real-time information gathering on both the drafting and implementation of National Action Plans. This meant hiring and training 59 researchers on the [new IRM procedures manual](#), bringing researchers to regional meetings to interact with their governments, and encouraging researchers to help stimulate a more public dialogue on OGP in their countries throughout the action planning cycle. The IRM is currently piloting 'end-of-term' reports in four OGP countries.

These reports would assess the second year of implementation of action plan commitments. Based on the results of the pilot, the IRM will sharpen its methodology and plan to scale up the end-of-term reports in all 65 countries.

To ensure that IRM policies and research methods are clearly and publicly documented moving forward, the IRM also finalized the IRM Charter in 2014, which will become an addendum to OGP's Articles of Governance. Finally, to ensure thorough peer review of an increasing volume of IRM reports, the IEP launched a search for up to five additional IEP members who will begin in 2015.



Becoming a Learning Organization

Three years and more than 2,000 commitments later, OGP is now in a position to ask whether and how this platform has worked to catalyze ambitious open government reforms in participating countries. OGP's new research agenda describes what we know and what we need to know to ensure that the OGP model is leading to tangible results.

Over the course of the year, OGP collaborated with external research partners to investigate factors that influence government and CSO interaction and to explore factors that lead to the development of more ambitious OGP commitments. But we need more of this work to inform learning, and the OGP research agenda is a call to the broader research community to join in this effort.

To lay the groundwork for future research, in 2014 the Support Unit and IRM worked together to classify OGP commitments and identify emerging trends. As a result, we know, for instance, that compared to the first Action Plans, the second round have relatively more commitments on public participation, judiciary and the legislature. The commitments database also now allows anyone to search for exemplary commitments that might serve as models for other countries. Focusing on commitments in a particular theme, in 2014 the IRM published an analysis of public participation commitments in Latin America.

To make sure that all of these efforts are coming together to help assess

OGP's impact in the short and long term, OGP developed a monitoring and evaluation plan as part of the four-year strategy. The combination of the IRM's regular reporting, the Support Unit's ongoing tracking of a set of progress indicators, and longer-term research and analysis by OGP partners should allow OGP to track results systematically over the next four years.



Open Government Awards

To inspire and incentivize OGP countries to share concrete examples of successful initiatives, the first Open Government Awards competition was launched in 2014.

Thirty-three governments participated to showcase initiatives designed to increase citizen engagement in policy-making. The top 10 teams were honored at a high-level event at the UN in the presence of several Heads of State. Philippines were in third place for a "Grassroots Participatory Budgeting" program, and Montenegro finished second for a public engagement campaign called "Be Responsible". Denmark emerged the overall winner for a "Statutory Elected Senior Citizens' Council".

OGP Regional and Global Events

OGP held three regional meetings and one global event in 2014, all of which provided opportunities to showcase ambitious open government commitments, to promote peer exchange across countries, and to generate high-level political support for OGP.

OGP HIGH-LEVEL EVENT AT THE UNITED NATIONS

September 24, 2014 **New York, USA**
OGP celebrated its third anniversary with a range of events on the margins of the UN General Assembly in New York. At a breakfast meeting on the day of the event, OGP brought together influential **civil society leaders** to discuss the potential of OGP to shift the frame of debate and negotiation with governments. OGP's High-Level Event at the UN attracted over 600 attendees. **Ten** Heads of State and Government and 30 Ministers participated to affirm their commitment to OGP, including the Presidents of Croatia, France, Indonesia, Mexico, Montenegro, South Africa, Tanzania, and the United States as well as the Prime Ministers of Georgia and Denmark. OGP's current co-chairs recognized the handover of OGP's leadership to the Government of Mexico as lead government chair and to the Government of South Africa as support chair, with Suneeta Kaimal and Alejandro Gonzalez as the civil society support chair. The Steering Committee also welcomed five new civil society members and three new government members following the results of the **first ever election** held for Steering Committee governments. This was a promising sign that OGP is building the high-level political commitment and strong leadership to help catalyze open government reforms in a diverse group of countries.

EUROPE REGIONAL MEETING

May 8-9, 2014

Dublin, Ireland

The Irish government hosted the Europe Regional Meeting, which was attended by 300 delegates from 30 countries. The meeting featured talks by the Irish Minister for Public Expenditure and Reform and the European Ombudsman, and it also highlighted the role of the **private sector** in OGP. Of particular note were the 'OGP in Action' sessions, where OGP **experimented with a new model of peer exchange**. Government officials, civil society members and IRM researchers were brought together to discuss progress and setbacks in their country's Action Plan, which made for a candid exchange on OGP performance between the three dynamic arms of OGP.

ASIA-PACIFIC REGIONAL MEETING

May 6-7, 2014

Bali, Indonesia

Six hundred and fifty delegates attended the Asia-Pacific Regional Meeting hosted by the Indonesian government in Bali. The meeting saw the launch of Indonesia's Open Data Portal by President Yudhoyono, **expressions of interest to join OGP** by several eligible countries in the region, and a **rousing speech** by leading social activist, Aruna Roy.

AMERICAS REGIONAL MEETING

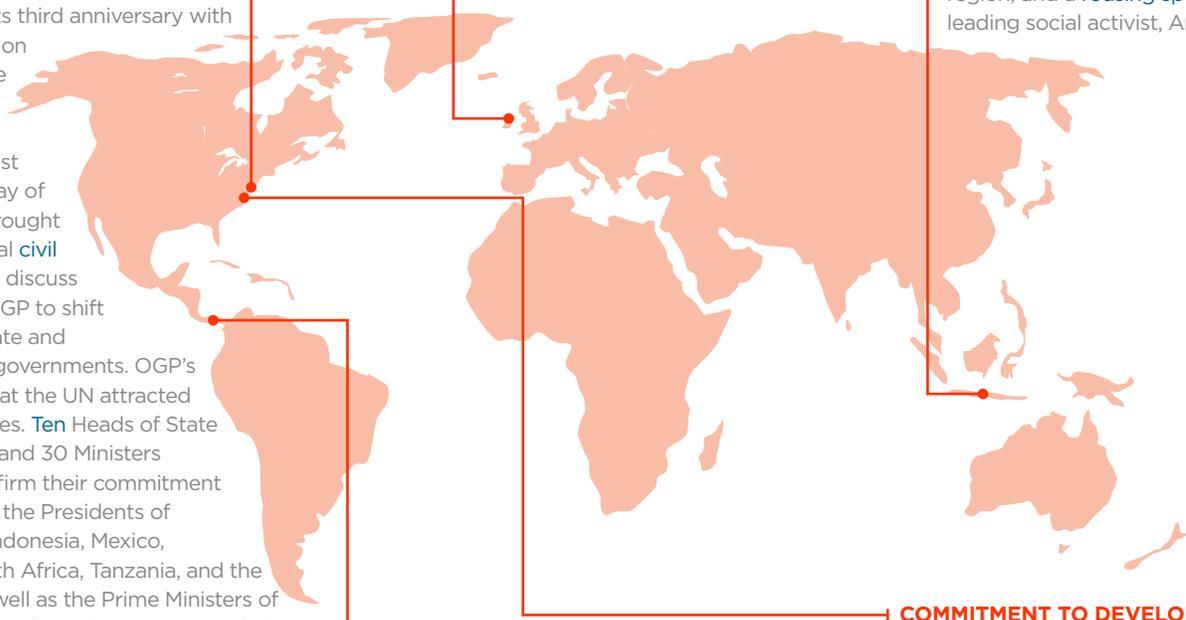
November 18-19, 2014 **San Jose, Costa Rica**

The President of Costa Rica opened the Americas Regional Meeting, attracting the participation of 300 delegates from 17 countries. One of the highlights was a joint **statement** from government and CSOs urging the United Nations General Assembly to include targets related to peaceful and inclusive societies in the post-2015 agenda. This was especially relevant in the backdrop of the tragic disappearance of 43 Mexican students and the need to build safer communities and ensure justice.

COMMITMENT TO DEVELOPMENT AWARDS CEREMONY

November 5, 2014 **Washington DC, USA**

In recognition of its work over the past three years, OGP was honored with the **Commitment to Development 'Ideas in Action' Award** this year. The Award, given annually by the Center for Global Development since 2003, honors an individual or organization for changing policies that improve development outcomes around the world.



OGP's Four-Year Strategy: Consolidating Results

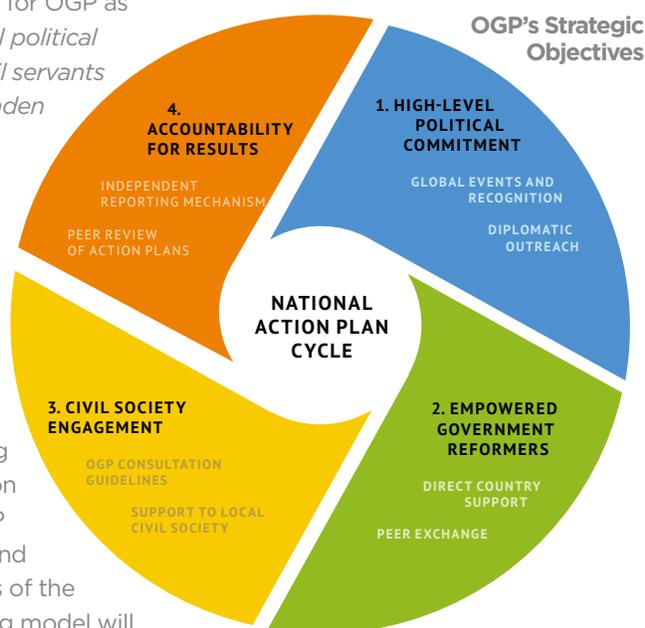


OGP High-Level Event at the UN, September 2014

To consolidate OGP's growth and encourage concrete results in all participating countries, the Steering Committee and Support Unit worked together in 2014 to develop a new long-term [strategy for OGP over the next four years \(2015-2018\)](#). The strategy clearly articulates four overarching objectives for OGP as an initiative: *build high-level political commitment, empower civil servants to implement reforms, broaden civil society engagement in OGP and promote accountability for results.* The strategy outlines the activities, staffing, and resources needed to allow OGP to reach its goals.

Led by its co-chairs, OGP launched a fundraising effort to secure a \$24 million budget to support the OGP Secretariat (Support Unit and IRM) for the next four years of the strategy period. The funding model will

continue to rely on pooled resources from OGP governments, as well as private foundation supporters. The Steering Committee also decided that, beginning in 2015, OGP would begin requesting modest annual contributions from OGP governments on a sliding scale based on income-level.



OGP Financials in 2014

In 2014, from a budget of \$3.37 million, OGP received 33% of its contributions from governments, 21% from bilateral organizations and 46% from foundations. Below is a list of OGP's donors in 2014.

Private Donors

Ford Foundation
Hewlett Foundation
Hivos
Omidyar Network
Open Society Foundations

Governments

Government of Brazil
Government of Indonesia
Government of Norway
Government of Mexico
Government of the Philippines
Government of South Africa
Government of Tanzania
Government of the United Kingdom
Government of the United States

Bilateral Aid Agencies

Department for International Development (United Kingdom)
US Agency for International Development (United States of America)
Foreign and Commonwealth Office (United Kingdom)

Corporations

Google

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