



**OGP Steering Committee
Virtual Meeting**

March 20, 2018

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**Open Government Partnership
Virtual Steering Committee Meeting
Tuesday, March 20, 2018**

9:00 - 9:10

Welcome and Introductions

9:10 - 9:40

2018 Strategy for the Steering Committee

- a. Key Decisions for the Steering Committee in 2018
- b. 5th Global OGP Summit - Tbilisi, Georgia
- c. Open Gov Week - May 7th-11th
- d. 2018 Steering Committee Elections

Reference Materials:

- *2018 Key Steering Committee Decisions Playbook*

Recommendation(s):

1. *Steering Committee members commit to support Ministerial or above level engagement in the Tbilisi summit and other key activities for the year.*

9:40 - 10:10

Thematic Leadership Subcommittee

- a. Presentation of the 2018 work plan
- b. The role of the Steering Committee in driving thematic leadership

Reference Materials:

- *2018 TLS draft work plan*

Recommendation(s):

1. *Steering Committee endorses the 2018 TLS work plan*
2. *Steering Committee members identify thematic areas and commit to driving them forward in 2018*

10:10 - 10:40

Criteria & Standards Subcommittee

- a. Presentation of overarching activities for the C&S subcommittee in 2018

Reference Materials:

- *2018 C&S draft work plan*
- *2018 Country reviews brief*

Recommendation(s):

1. *Steering Committee members commit to support countries under review.*

10:40 - 11:00

Collective Deliverables for the Open Government Partnership

- a. Endorsement of the 2018 Support Unit/IRM Work Plan



Reference Materials:

- *2018 Support Unit/IRM Implementation Plan*
- *2018 Budget Memo*

Recommendation(s):

1. *Steering Committee endorses the 2018 Support Unit/IRM Work Plan and Budget*



Steering Committee Reference Materials



Key Steering Committee Decisions for 2018 *(as of March 1, 2018 - to be regularly updated)*

This briefing paper outlines the key activities and items that will be tabled for decision by the OGP Steering Committee (SC) in 2018. This list is not meant to be exhaustive, but rather an evolving roadmap which will be adjusted and updated as the year progresses.

January - June: The primary activities and decisions to be taken by the SC during the first half of the year include:

- A. Support the Co-Creation process:** Over 70 OGP participants (national and local) will develop and submit action plans in 2018. A list of priority countries is being identified by the Support Unit and will be shared with the Steering Committee in due course to solicit their assistance during the co-creation process and engage in peer exchange activities, particularly with new OGP countries that joined in late 2017/early 2018 (see below annex for a list of every OGP member with an action plan due in 2018).
- B. Virtual working-level Steering Committee meeting (March 20):** A virtual SC meeting will take place during the first quarter of the year. The meeting will focus on discussing the 2018 strategy for the Partnership, including a presentation of the Support Unit/IRM work plan, an update on the OGP Georgia Summit, and an opportunity for the SC Subcommittees to present their planned activities for the year. In addition, the candidates for the 2018 SC elections will be announced and the voting period will begin. Additional details and opportunity to contribute to the agenda will be provided to the SC in advance of the meeting.
- C. Advance Thematic Leadership (year round activity):** The Thematic Leadership Subcommittee (TLS) will submit its work plan for endorsement and discussion by the SC. As part of the work plan, the full SC will be requested to sign up to activities to maximize ownership of the Paris Declaration and other thematic priorities by leading on concrete actions and deliverables to further support the co-creation process and the Georgia Global Summit. The full SC is requested to promote OGP at international fora as a key implementation and accountability platform to advance open government reforms at national and local levels.
- D. SC elections and co-chairmanship rotation:**
 - a. Government elections:** At least one seat will become vacant with Indonesia rotating out of the SC after serving the maximum allowed two terms. Other three countries (Chile, France, Romania) also end their current terms but are allowed to run for a second term, should they choose to do so and meet the criteria. The deadline for interested governments to submit expressions of interest is March 12. Government members of the SC will participate in an OGP-wide election process to select the new member(s). More information on the process and timeline can be found [here](#).
 - b. Civil Society elections:** The Civil Society SC caucus will also hold a rotation process for CS SC. Two members have terms ending in 2018 (Mukelani Dimba ending his third year and Manish Bapna ending his troika/fourth year). Both are



eligible for a second term, should they choose to run for reelection. The 2018 rotation will also pilot a new 'incoming members' model whereby up to two additional CS SC candidates will be selected to support the CS SC members in their work. The call for nominations will run through April 5th. More details on the process and timeline will be published shortly.

- c. SC co-chair rotation:** The election process for the Incoming SC Co-Chairs will begin once the new SC members are elected (by mid April). New and current SC members interested to run for Co-Chairs must submit a letter of intent outlining their proposed agenda by June 15. The voting for the next incoming chair will take place at the Georgia SC meeting. More information on the timeline and process can be found [here](#).
- E. Select new OGP Local participants:** The SC approved the expansion of the OGP Local program (formerly known as the Subnational Pilot) in its September 2017 meeting. To implement this decision, the Support Unit has prepared a competitive process to kick start the expansion process by bringing on board 5 additional participants to join the original 15 in 2018, while preparing the ground for a full new cohort of subnational members in 2019. A selection committee composed of SC members and subnational participants from the pioneer cohort will submit a recommendation of the five finalists for SC approval on no-objection basis, and new members of the OGP Local program will be announced in early April. More information on the process and timeline can be found [here](#).
- F. OGP Trust Fund Launch:** The OGP Trust Fund will be launched in 2018, with France, Canada and the UK expected to be the founding donors. The Fund had its soft launch in February, with a first call for proposals focused on supporting 6 national/local co-creation processes for 2018 action plans. The formal launch of the Fund will likely be at the Global Summit in July. Calls for proposals on implementation of OGP action plan commitments, and on research, learning and thematic leadership, will take place later in the year. This [blog](#) summarizes the work plan, and additional information may be found on the [OGP Trust Fund webpage](#).
- G. Global Open Gov Week:** The Support Unit is planning a series of events as part of a "Global Open Government Week" campaign to take place on May 7-11. This campaign aims to emphasize and inspire the co-creation of potentially transformative commitments across OGP, including kick-starting co-creation processes in members who have not done so by April. This idea draws inspiration from Italy's Open Gov Week and is a great opportunity for the SC to lead by example, particularly by those who are developing new action plans in 2017. We hope all SC members to meet the basic criteria, and achieve some of the advanced standards outlined in the [OGP Co-Creation and Participation Guidelines](#). More information on Global Open Gov Week will be published on the OGP website in due course.
- H. Changes to the OGP Articles of Governance:** The changes to OGP's Rules of the Game which were approved in 2017 and are now being implemented. Communication and guidance materials are being updated to reflect these changes, and changes must also be made to the OGP's Articles of Governance. This also presents an opportunity to revisit and update other AoG clauses as necessary. The process will include a window



for public consultation, and a final version will be approved by the full Steering Committee on no-objection basis. A timeline and additional information on the process will be provided in due course.

- I. **IRM Refresh:** In 2017, OGP, with the guidance of the Steering Committee, commissioned an independent review of the IRM's mandate, management, and impact. This review assesses the IRM's relevance, effectiveness and efficiency, and includes recommendations on how the IRM can best fulfill its mandate. Nearly all members of the Steering Committee provided input into the review, which was published in January of 2018. In 2018, the C&S will review, and support the uptake of the IRM Refresh Findings and Recommendations.

Georgia Global Summit - July 17-19: The [5th OGP Global Summit](#) will be held in Tbilisi, Georgia on July 17-18. A working-level and ministerial SC meetings will be held on the margins of the summit. Some of the preliminary agenda items to be tabled for discussion and decision are listed below:

- A. **Steering Committee leadership:** At the last ministerial Steering Committee in New York, in September 2017, SC members offered to lead on different thematic and partnership priorities. In Georgia we will provide space for each SC member to update on progress and add any new items they would like to lead on.
- B. **Country reviews:**
 - a. **Montenegro:** Montenegro was designated as *inactive* during the June 2017 SC meeting for acting contrary to OGP process due to failure to deliver a NAP for three consecutive action plan cycles since November of 2014. Per the [SC resolution](#), Montenegro must submit a National Action Plan developed together with extensive and inclusive participation from citizens and civil society by June 28, 2018 in order to avoid being withdrawn from OGP. The SC will need to make a decision on Montenegro's participation in OGP based on recommendation from the C&S.
- C. **SC co-chair selection:** The SC will vote to elect the new SC co-chairs during the Georgia SC meetings. The incoming co-chairs would begin their term on October 1, 2018. More information on the timeline and process can be found [here](#).
- D. **OGP Local Program Integration Strategy:** The Support Unit will develop a strategic package outlining rationale for OGP Local program expansion and integration in order to formalize the transition of the OG Local program from pilot to permanent. To ensure the sustainability of the program, this package will include a model for rotation of participants out of the program to provide other local entities the opportunity to join, and alignment to the rules and standards expected of all OGP participants.

Working Level SC meeting – October/November TBC: A working-level SC meeting is proposed for Q3/Q4 (dates and location TBC). The main items to be tabled for discussion and decision include:



- E. Check in on 2018 action plans:** By late 2018 we will have the biggest batch of new action plans since OGP's founding. These will contain important trends for the SC to analyse and will be an indicator of political commitment across the partnership. The list of expected APs for 2018 can be found in the annex below.
- F. Review of thematic partnerships and progress on OGP thematic priorities:** OGP will have established a number of thematic partnerships in 2018, as the Working Groups are phased out. This meeting will present an opportunity to review progress on developing strategic thematic partnerships, and the uptake of OGP thematic priorities by members.
- G. Country reviews: Azerbaijan** is currently designated as *inactive* (Stage Two Actions) pursuant to the Response Policy, after the OGP Steering Committee resolved to extend Azerbaijan's inactivity status for a period of one year, due to unresolved constraints on the civic space for civil society organizations. The C&S developed, in consultation with civil society and government, an [updated set of recommendations](#) for Azerbaijan to address by September 25, 2018. The SC will need to make a decision on Azerbaijan's participation in OGP based on a report to be prepared by C&S ahead of the SC meetings.
- H. SC and co-chair rotation:** The SC will welcome new members and incoming co-chairs, and discuss their priorities for their lead co-chair year.



List of OGP participants with an action plan due in 2018

1. Albania
2. Armenia
3. Austin (Local)
4. Australia
5. Bojonegoro Regency (Local)
6. Bosnia and Herzegovina
7. Brazil
8. Buenos Aires (Local)
9. Bulgaria
10. Cabo Verde
11. Canada
12. Chile
13. Cote d'Ivoire
14. Croatia
15. Czech Republic
16. Dominican Republic
17. El Salvador
18. Elgeyo-Marakwet County (Local)
19. Estonia
20. France
21. Georgia
22. Greece
23. Guatemala
24. Honduras
25. Indonesia
26. Ireland
27. Italy
28. Jalisco (Local)
29. Jamaica
30. Jordan
31. Kenya
32. Kigoma (Local)
33. Kyrgyzstan
34. La Libertad (Local)
35. Lithuania
36. Luxembourg
37. Macedonia
38. Madrid (Local)
39. Malawi
40. Malta
41. Mexico
42. Moldova
43. Mongolia
44. Montenegro
45. Netherlands
46. New Zealand
47. Norway
48. Ontario (Local)
49. Pakistan
50. Papua New Guinea
51. Paraguay
52. Paris (Local)
53. Portugal
54. Romania
55. São Paulo (Local)
56. Scotland (Local)
57. Sekondi-Takoradi (Local)
58. Seoul (Local)
59. Serbia
60. Sierra Leone
61. South Africa
62. South Korea
63. Sri Lanka
64. Sweden
65. Tbilisi (Local)
66. Trinidad and Tobago
67. Tunisia
68. Ukraine
69. United Kingdom
70. United States
71. Uruguay
72. New OGP Local member
73. New OGP Local member
74. New OGP Local member
75. New OGP Local member
76. New OGP Local member



Thematic Leadership Subcommittee Draft 2018 Work Plan

1. Overall Objectives for 2018

- Raise the bar on thematic reforms using the Paris Declaration as an organizing framework for action through stronger political and Steering Committee ownership.
- Support implementation of ambitious open government reforms across priority thematic areas that directly impact citizens, especially in the 70+ action plans due this year.
- Leverage the Paris Declaration as an entry point for open government advocacy and for mobilizing strategic partnerships at the global, regional, and national levels.
- Ensure alignment with Co-chair priorities.
- Develop result stories and evidence of impact that illustrate the value proposition of open government across priority thematic areas.
- Promote open government principles and values at international fora and position OGP as a key implementation and accountability platform for emerging open government norms.
- Build and strengthen OGP's network of reformers through knowledge sharing and community building.
- Use the OGP Global Summit as a key moment to showcase and advance thematic potential across the Partnership.
- Leverage the OGP Trust Fund to enhance TLS work by supporting strategic thematic partnerships.

2. Ways of Showcasing and Advancing Thematic Leadership

A. In-Country: What TLS (and SC) members do to raise thematic ambition in their own countries.

1. Develop and implement ambitious thematic commitments in OGP NAPs.
2. Develop stories/ case studies to illustrate the value proposition of thematic reforms including highlighting how ambitious reforms are implemented; drivers of success, political, legislative, and technological frameworks and tools; lessons learnt and best practices.

B. Cross-Country: What TLS members do to support peer countries (beyond SC) in advancing thematic ambition.

1. Drive learning and exchange with peer countries (e.g. host study tours for visiting gov. and civil society peers, participate in workshops and webinars to share experience and learning on thematic reforms, advise peer countries, etc). This includes working with governments to develop peer learning programs to host reformers from other countries or integrating OGP into formal ones.
2. Host or support events designed to advance specific issues (e.g. Bratislava workshop on Beneficial Ownership co-organized by Zuzana Wienk and UK, with the Government of Slovakia).
3. Support development of tools and other joint projects that solve specific problems for OGP countries (e.g. open source ATI request platforms)
4. Advocate non-SC governments and civil society actors to lead international coalitions on specific thematic open government reforms and projects.



5. Share resources such as policy frameworks (draft legislation, regulations, policy assessment toolkits, etc.) and digital tools (data, algorithms, source code, etc) that can help other countries implement open government reforms.

C. Global / Thematic: What the Partnership can do to advance thematic ambition in OGP globally.

1. Promote and support the development of international coalitions on priority themes. This includes identifying potential leaders, convening political leaders on these issues, building thematic networks of reformers, gathering and publishing data, developing and communicating stories showcasing successful thematic reforms, and promoting peer exchange.
2. Host high-level conferences with political, government and civil society leaders to promote open government norms and build reform coalitions across priority thematic areas (e.g. Govt. of Indonesia hosting OGP Asia Pacific Leaders Forum in 2017, Indonesia promoting OGP at the October EITI global beneficial ownership conference or in the past UK hosting the Anti-Corruption Summit with OGP featuring heavily).
3. Support the development and uptake of norms/ standards and other tools across priority thematic sectors (e.g. Open Contracting Data standard, GIFT principles on public participation in fiscal openness, Carter Center's ATI Implementation Assessment Tool)
4. Strengthen OGP's global positioning by showcasing the OGP platform and thematic coalitions at international at high-level fora.
 - International (e.g. G7, G20 and Sustainable Development Goals)
 - Multi-stakeholder (e.g. EITI, IATI, COST)
 - Sectoral (e.g. Health, Water, C6, etc.)
5. Encourage and help launch global collective actions around a particular theme, using the OGP Global Summit as a key moment and other moments like OpenGov Week.

3. Required Actions Across Priority Themes

TLS and SC members are expected to lead specific themes. For each theme, TLS will work with SC members to draft plans to advance the particular theme, including required actions, deliverables and deadlines. These actions and deliverables should be strategic, concrete, and substantive, aimed at advancing reforms (as opposed to one-off activities such as participating in a panel, for example). Members are encouraged to bring on board and work with other SC colleagues, non-SC leaders, and strategic partners to deliver the required actions in coordination with the Support Unit.

The following are proposed actions for advancing priority themes. These are draft actions. We will work with TLS (and SC) leads to define a few concrete actions under each theme by refining these and/or adding new actions where necessary.

Given the multiple actions under each priority theme and limited Support Unit capacity, the required actions are divided into three tiers to provide strategic focus and help us prioritize resources invested to advance the themes.

Tier 1: Co-chair priorities with maximum assistance from the Support Unit to advance required actions.



Tier 2: Themes that enjoy a certain level of ownership among government or civil society SC members where the Support Unit will work with strategic partners opportunistically to advance required actions.

Tier 3: Themes driven by community energy where we will largely rely on strategic thematic partners with minimal Support Unit assistance.

Theme/ Paris Declaration Area	Required Action	Relevant Events	Strategic Partners	Suggested TLS/ SC Lead	Non-SC Countries
TIER 1 PRIORITIES					
Open Contracting	1. Promote and support the uptake and implementation of open procurement standards and platforms		Open Contracting Partnership	France, South Korea	
	2. Organize a session in the OGP Asia-Pacific Regional Meeting with the theme of open contracting to showcase Korea's practices and enhance peer-learning	OGP Asia Pacific Meeting		South Korea	
	3. Get additional countries to sign up to the Open Contracting Standard.	OGP Summit	Open Contracting Partnership	France	
	4. C6 could support the uptake and implementation of open procurement standards to promote OGP through its C6 chair role and co-host high-level convening/workshop with implementing	OGP Summit	Open Contracting Partnership	France	



	line ministries and civil society actors at the Summit.				
Beneficial Ownership	1. Support implementation of the new AMLD directive in EU countries	OECD Integrity Forum	Transparency International	Zuzana Wienk, Helen Darbishire Robin Hodess	
	2. Discuss BO at the SC to encourage members to tackle BO in their NAPs.			Zuzana Wienk, Indonesia	
	3. Position OGP as an implementation platform for Beneficial Ownership reforms at upcoming international fora.	IACC G20 OECD Integrity forum	Open Ownership Transparency International BTeam	Zuzana Wienk, Indonesia	
	4. Organize high-level panel at Summit to showcase evidence of progress and impact	OGP Summit		Zuzana Wienk, Indonesia	UK
Public Service Delivery	1. Engage OGP chairs on work plan for achieving their priorities in this area			Mukelani Dimba, Georgia	
	2. Secure public service delivery & feedback loop commitments in SC member NAPs in 2018.			Aidan Eyakuze, Mukelani Dimba, Georgia WRI	
	3. Develop a public service delivery track at the OGP Summit	OGP Summit		Aidan Eyakuze Mukelani Georgia	
	4. Develop result stories and evidence		World Vision, Care, GIFT, OCP, SU	Indonesia (evidence here)	



Gender	1. Govt. of Canada to discuss gender and encourage SC leadership on this issue			Canada, Nathaniel Heller	
	2. Secure gender commitments in SC member NAPs in 2018.				
TIER 2 PRIORITIES					
Lobbying and Political Party Financing	1. Activate Chilean and Argentinian leadership on lobbying in the partnership	Summit of the Americas		Chile Croatia Maria Baron	
	2. Promote uptake in select number of OGP Action Plans			Helen Darbishire	
	3. Develop sessions on frontier issues at OGP Summit	OGP Summit	IDEA	Chile Maria Baron Helen Darbishire	
Fiscal Openness	1. Identify and reinvigorate political leadership on fiscal ownership on SC and across OGP.	OGP Summit	GIFT, IBP	Indonesia, Mexico, Croatia	Nigeria
Access to Information	1. Support passage and implementation of ATI legislation in OGP countries (e.g. Ghana)	Carter Centre ATI & Gender conference	Carter Center, Article 19, Access Info Europe	Mukelani Dimba & Aidan Eyakuze (Africa), Helen Darbishire (Europe/Latin America), Giorgi Kldiashvili (Eurasia/Asia Pacific)	



				South Korea	
Natural Resources	1. Get OGP countries to join EITI	OGP Summit	EITI, NRG, PWYP	Suneeta Kaimal	
	2. Closer strategic cooperation between the two platforms, including participation at the highest levels from EITI at the OGP Summit		EITI, NRG, PWYP	Mexico, Indonesia Suneeta Kaimal	
Open Parliaments	1. Activate SC engagement with emphasis on parliament's role in advancing reforms through legislation	OGP Summit	NDI, UNDP, ParlAmerica	Mukelani Dimba, Maria Baron Parliament of France, Giorgi Kldiashvili	
Climate	1. Reconvene WRI and France on next steps for advancing the climate agenda including involving a wider group of countries.			Manish Bapna, Mark Robinson, France	
TIER 3					
Access to Justice	1. Invite Netherlands, Argentina, Sierra Leone to showcase access to justice at the SC.		Namati		Netherlands, Argentina, Sierra Leone
	2. Secure access to justice commitments in SC member NAPs in 2018.				
	3. Call with TLS co-chairs, Support Unit, and access to justice leads on				



	advancing the agenda through OGP				
	4. Encourage Slovakian Minister of Justice involvement on access to justice	OGP Summit		Zuzana Wienk	
Open Data	1. Ensure SC participation at IO DC	IO DC	ODC, OD4D (IDRC)	South Korea Mexico	
	2. Foster peer-learning through capacity building programs			South Korea (National Information Agency)	
Digital Tools	1. Get OGP Countries to join D5				UK
	2. Include digital rights, security, and privacy issues in track on frontier issues at OGP Summit.	OGP Summit			
	3. SC countries to share digital tools in response to specific country needs (e.g. source code for open data platforms)			France, South Korea	

4. Calendar of Events

OGP Events	Themes
European Open Government Leaders Forum, hosted by the Government of Italy (Milan, 5 February, 2018)	Citizen participation, trust
Virtual SC Meeting (Global, 20 March, 2018)	Presentation of the TLS work plan



Global Open Gov Week (Global, 7-11 May, 2018)	
OGP Global Summit (Tbilisi, Georgia, 17-19 July, 2018)	anti-corruption, public service delivery
Asia Regional Meeting, hosted by the Govt of South Korea (Seoul, TBC)	open data, open contracting, access to information
Open Government Champions Network (Bellagio, Italy, April 23-27)	Renewing <i>esprit-de-corps</i> (peer learning & inspiration)
Non OGP Events	Themes
Women and Access to Information Conference (Atlanta, Georgia, 13-15 February, 2018)	Gender Access to Information
OECD Integrity Forum (Paris, France, 27-28 March, 2018)	Anti Corruption Beneficial Ownership Open Contracting
GPSDD Data Festival (Bristol, United Kingdom, 21-23 March 2018)	Open Data, citizen participation, public service delivery
Mo Ibrahim Governance Weekend (Kigali, Rwanda, 27-29 April, 2018)	Anti Corruption Public Service Delivery Open Data
International Open Data Conference (Buenos Aires, Argentina, 21-22 September, 2018)	Open Data
Africa Innovation Summit II (Kigali, Rwanda, 6-8 June, 2018)	Open data, citizen participation, public service delivery
International Anti Corruption Conference (Copenhagen, Denmark, 22-24 October, 2018)	Anti Corruption Beneficial Ownership
G20 Argentina Summit (Argentina, TBC)	TBC?
OECD Integrity Forum (Paris, September 2018)	Anti Corruption

5. TLS Ways of Working & Accountability

TLS aims to cultivate among the SC shared thematic leadership, which includes ownership of and accountability for delivering the Paris Declaration (and additional priority themes). SC members will be responsible for leading and delivering specific activities to help advance priority themes. To ensure a focus on results, TLS will work with the SC to develop a plan for each priority theme, which includes required actions by members, specific deliverables and



deadlines. These actions should take into account action-forcing opportunities for delivery such as the OGP Summit and new NAPs being developed in 2018.

At SC meetings members will report on the progress actions, deliverables, and results. as well as showcase examples of thematic leadership and results achieved. SC meetings will also provide an opportunity to deep dive into specific themes, showcasing leaders and analyzing the state of a particular theme in OGP. This will give SC members an opportunity to discuss matters beyond process, focusing on issues and reforms that should be addressed in action plans.

TLS meetings

- Bi-monthly calls, in addition to in-person meetings that occur alongside SC meetings.
- At TLS working meetings, the subcommittee will take stock and report on the progress of actions members signed up to as well as other thematic activities at the country, cross-country, global levels.
- The meetings will also be an opportunity to understand and discuss the state of specific thematic priorities in OGP (e.g. uptake and implementation of anti-corruption commitments in OGP).

Full SC meetings

- The TLS will lead efforts to have conversations on thematic ambition at in-person meetings of the full SC. For example, a specific thematic priority/ Paris Declaration area will be showcased at each meeting. This session will include an analysis of the state of the specific issue in OGP. Possible topics could include:
 - a. Summary of the issue
 - b. Countries where the issue is getting traction
 - c. Analysis of the ambition of commitments
 - d. Gaps/Needs and where we need TLS/SC help to advance political address bottlenecks
 - e. Showcase presentation by a non-SC country tackling priority thematic issues
- SU will provide an update on the status of strategic thematic partnerships.
- Committee members will also identify frontier issues that need to be prioritized in OGP (e.g. cutting edge issues at the intersection of digital access and technology, or cyber security and civic space).



Criteria and Standards Subcommittee Draft 2018 Work Plan

This work plan outlines the activities to be undertaken by the Criteria and Standards subcommittee (C&S) in 2018. In addition to the core mandate of the C&S (e.g. review countries' participation, oversee response policy cases, and update the rules by which countries participate in OGP)¹, this work plan also presents other priority activities identified by the C&S co-chairs:

The overarching areas of work to be undertaken by C&S are:

- A. Support the operationalization of the IRM Refresh and recommendations** - in 2017, OGP, with the guidance of the Steering Committee, commissioned and independent review of the IRM's mandate, management, and impact. This review assesses the IRM's relevance, effectiveness and efficiency, and includes recommendations on how the IRM can best fulfill its mandate. Nearly all members of the Steering Committee provided input into the review, which was published in January of 2018. In 2018, the C&S will review, and support the uptake of the IRM Refresh Findings and Recommendations. There are three main channels for the C&S to act on the findings, for recommendation in March, with a target of adoption by July:
- a. Endorsement of IRM refresh:** C&S will review and discuss the IRM review [proposals](#) put forth by the International Experts' Panel, the IRM, and the Support Unit. Following discussion, the review and refresh can be acknowledged, endorsed, and adopted. The IRM and the Support Unit will implement administrative level changes. If there are additional reforms or guidance beyond the administrative, then C&S will work through channels b and c below.
 - b. Modifications to IRM Charter:** For rule changes to the IRM mandate, if necessary, the C&S will work with the IRM staff to (1) identify any additional IRM charter changes beyond those in the IRM Refresh, and (2) to develop proposals for approval by the whole Steering Committee. The approved changes may then be integrated into the revised version of the Articles of Governance.
 - c. Strategic guidance:** For any other recommended changes that are not administrative or do not require an amendment to the Articles of Governance, the C&S will develop recommendations to the IRM, Support Unit, and other OGP Stakeholders for discussion and adoption by the Steering Committee in October 2018.
- B. Articles of Governance Review (AoG)** - The OGP AoG have last been updated in 2015, and therefore do not reflect several important changes and resolutions passed by the Steering Committee since then, such as the revised Response Policy, and additional criteria for countries who wish to join OGP. In addition, there are several clauses that do not reflect current practices which must be updated. The timeline for the AoG review is the following:

¹ See attached "2018 Country Reviews Brief" for more information.

- a. For Steering Committee decisions taken since 2015, these will be integrated into the AoG without being being tabled for re-approval. However, all amendments will be noted in the revised version of the AoG.
 - b. To better reflect current practices, and for needed amendments identified, such as a revised rotation process for Steering Committee members, and integrating any required recommendations from the IRM refresh, the C&S will develop proposals that will be tabled for full Steering Committee discussion and approval in July 2018.
 - c. The revised version of the AoG will be presented for a one-month public comment period in late 2018, before a final version is adopted and presented by end of 2018.
- C. Rapid Response Mechanism** - in 2017, the Steering Committee approved a resolution on developing a rapid response mechanism that outlines how the Steering Committee responds to concerns raised in OGP countries that fall outside of current OGP tools, such as the Response Policy, IRM reports, or the Procedural Review. In 2018, a C&S task force will lead on the RRM development and uptake, based on draft terms of reference that include initial input from C&S and GL. A proposed timeline will be presented by the RRM task force in the coming weeks, but it is expected that this can be tabled for approval by the SC in October 2018.
- D. Country Eligibility Updates** - The C&S is charged with overseeing the eligibility scores update for all OGP and non-OGP countries in order to maintain an updated record on which are newly eligible, and which have fallen below the minimum eligibility threshold. The Support Unit will review the eligibility scores and present an update brief to the C&S indicating changes in countries' eligibility before the end of the first quarter.
- a. **Tunisia** fell below the eligibility criteria in 2016 due to not publishing the audit report on time for the 2015 scores. OGP uses the International Budget Partnership's (IBP) Open Budget Survey to assess the Fiscal Transparency metric of the [eligibility criteria](#). In order to meet this criteria, the Executive's Budget Proposal and Audit Report must be published within established deadlines (with 18 months after the end of the reporting period). Tunisia's audit reports have been published after the deadline with typically a two year delay ([2013 Audit Report](#) on 31 December 2015; [2014 Audit Report](#) on 30 December 2016; [2015 Audit Report](#) on 29 December 2017). Countries that fall below eligibility have one year to raise above the threshold, which Tunisia was unable to do. In 2017, Tunisia was granted a one-year extension to raise above threshold by publishing a Parliament approved 2016 Audit Report by June 30, 2018 to avoid being automatically being designated as inactive. In 2018, C&S will need to review the progress made by Tunisia and prepare a recommendation for the Steering Committee to approve.
- E. Procedural Review** - C&S oversees the mechanisms established to ensure that all participating members act in accordance to OGP procedures ([Procedural Review](#)). In 2018, C&S will provide support to the following countries that are undergoing challenging situations. Potential support includes country visits, leveraging the Steering Committee diplomatic channels, and engaging directly with stakeholders in these countries to identify ways to overcome certain challenges hindering their active participation in OGP.
- a. **Cabo Verde, Croatia and Papua New Guinea** have been placed under review due to acting contrary to process for two consecutive action plan cycles. In all cases, the challenge that led to the review process was the failure to submit an AP within four months of the deadline for two consecutive times. In order to conclude the review



- process, these countries must submit their 2018 AP no later than four months after the August 31, 2018 deadline.
- b. Bosnia and Herzegovina, and Trinidad and Tobago** have acted contrary to process for three consecutive action plan cycles, and thus are at risk of being designated inactive in 2018. The C&S will prepare reports on any progress made, and based on the findings, prepare a recommendation for the Steering Committee to adopt at its late 2018 in-person meeting. In order to conclude the review process, these countries must submit their action plans by August 31, 2018.
 - c. Montenegro** is currently the only OGP country under Procedural Review inactivity, after being [designated inactive in June 28, 2017](#) due to failure to develop a NAP since 2014. Per the Steering Committee resolution on Montenegro's participation, Montenegro must submit a NAP by June 28, 2018 in order to avoid being withdrawn from OGP in 2018.
- F. Response Policy** - In addition, the C&S makes recommendations to the Steering Committee regarding a country's participation in OGP when a government acts contrary to OGP values ([Response Policy](#)).
- a. Azerbaijan** - Azerbaijan has an ongoing Response Policy case (Stage Two Actions) due to concerns of constraint space for civil society to operate in the country. It was first designated inactive on May 4, 2016, and the Steering Committee agreed to extend its inactive status on June 28, 2017. Per the Steering Committee resolution, Azerbaijan has until September 25, 2018 to address an [updated set of recommendations](#). In 2018, the C&S will need to assess the progress made by the Government of Azerbaijan and submit a recommendation to the full Steering Committee regarding their participation.



2018 Country Reviews Brief

C&S oversees the mechanisms established to ensure that all participating members act in accordance to OGP procedures ([Procedural Review](#)), and OGP values ([Response Policy](#)). In 2018, C&S will provide support to the following countries that are undergoing challenging situations. Potential support includes country visits, leveraging the Steering Committee diplomatic channels, and engaging directly with stakeholders in these countries to identify ways to overcome certain challenges hindering their active participation in OGP. For countries that are currently inactive, or at risk of being designated inactive in 2018, the C&S will prepare reports on any progress made, and based on the findings, prepare a recommendation for the SC to adopt in 2018.

Countries Under Review

These countries have been placed under review due to acting contrary to process for two consecutive action plan cycles. In all cases, the challenge that led to the review process was the failure to submit an AP within four months of the deadline for, at least, two consecutive times.

A. Cabo Verde - Cabo Verde was found to have acted to contrary to process in 2016 and in 2017 due to failure to deliver an AP since having joined OGP in 2015. A Support Unit delegation visited Cabo Verde in May 2017 to kick-start the action plan development process, initiate the creation of a permanent dialogue mechanism and meet with key stakeholders of the process. On 23 December 2017, the SU received a letter from the H.E. Jose Ulisses Correia e Silva, Prime Minister of Cabo Verde, informing that they hoped the action plan will be delivered by early 2018. In his letter, PM indicated that some procedures to formalize Cabo Verde's OGP membership internally were required before its first AP was submitted, which includes cabinet and parliamentary approval and final signing from the President. The completion of this process will then enable Cabo Verde to proceed with its financial contribution to OGP and subsequently submit its NAP.

In order to conclude the review process, Cabo Verde must submit its 2018 AP no later than four months after the August 31, 2018 deadline.

B. Croatia - Croatia was found to have acted to contrary to process for two consecutive cycles for having failed to deliver an AP since 2016. The primary reason for the delay in delivering an AP is the inconsistent ownership of OGP within the government. Croatia has had three governments since the November 2015 election and several accompanying changes in Ministerial leadership. The office that has led OGP since the beginning of Croatia's participation, the Office of Cooperation with NGOs, has been moved several times between different Ministries. In late 2017 the government appointed a State Secretary within the MFA to lead OGP, and the draft plan is expected to be finalized sometime in the next few months.

In order to conclude the review process, Croatia must submit its 2018 AP no later than four months after the August 31, 2018 deadline.

C. Papua New Guinea - PNG was found to have acted to contrary to process in 2016 and in 2017 due to failure to deliver an AP since 2016. PNG has a draft action plan developed through a co-creation process led by motivated officials at the MFA. However, it was not finalized before the election which ran through much of 2017, resulting in a new government



in September 2017. The election was quite chaotic with several disputed results and ensuing political instability. With civil society and the MFA, the Support Unit has been attempting to find a suitable new home for OGP but the lack of clear mandates for each Ministry has complicated this effort. In the interim, officials have been active in OGP-related activities and exchanges such as the Asia Pacific PoC day in December 2017. PNG has substantial governance challenges but remain optimistic that will be able to re-engage soon.

In order to conclude the review process, Papua New Guinea must submit its 2018 AP no later than four months after the August 31, 2018 deadline.

- D. Bosnia and Herzegovina** - The BiH decision (from late 2016) to participate in OGP mandates that all government bodies in BiH need to be signed on to OGP and in agreement with each other. The Central government, Federation of Bosnia-Herzegovina and Brcko District have been signed up to OGP, but the Republika Srpska had not appointed a representative despite multiple attempts by civil society, central government and multilaterals to reach them. In early 2018, the Support Unit received a letter from the Government of BiH with an update on the OGP process in BiH, and indicated that, should the Republika Srpska does not sign on to OGP -the only remaining government body to do so- the Council of Ministers of BiH will propose a new solution to carry the OGP process forward.

In order to conclude the review process, BiH must submit its 2018 AP by August 31, 2018. If BiH fails to deliver an AP by this deadline, the C&S will recommend that it be designated as inactive by the Steering Committee.

- E. Trinidad and Tobago** - No further communication has been received since they placed under review in 2016. The last conversation between the OGP Support Unit and the POC was on June 30, 2016. The POC noted that T&T would be unable to submit a NAP in 2016 and requested to be moved to the 2017 calendar. Since then there have been multiple attempts to reach out to the POC including reminders and invitations to the Paris Global Summit in 2016 and upcoming Argentina regional meeting in November (July 10, 2017); reminder to cast a vote in most recent SC elections (March 13, 2017); and letters informing of late SAR and NAP, including cohort shift to 2017 (March 8, and January 13 of 2017 respectively), and most recently on [December 5th, 2017](#), informing that it had acted contrary to process for three consecutive cycles, and therefore inactivity would be recommended to the Steering Committee.

In order to conclude the review process, Trinidad and Tobago must submit its 2018 AP by August 31, 2018. If Trinidad and Tobago fails to deliver an AP by this deadline, the C&S will recommend that it be designated as inactive by the Steering Committee.

- F. Montenegro** - Montenegro is currently the only OGP country under Procedural Review inactivity, after being [designated inactive in June 28, 2017](#) due to failure to develop a NAP since 2014. Montenegro worked on a draft AP in 2015 and made significant progress in formalizing the draft through the newly established national council on OGP. The council was dissolved in June of 2015 on court grounds of being illegally established, but eventually re-established. However, work on OGP was stalled throughout the second half of 2015. The government actively participated in OGP conferences over this time, including the European PoC Conference in June 2015, the Western Balkans regional meeting in September 2015, and the Mexico Global Summit in October 2015. Despite further engagement and a video-



conference with the C&S in February 2016, the Government of Montenegro failed to finalize and submit their action plan in 2016, and therefore acting contrary to process for a third consecutive action plan cycle. Deputy Minister Lazovic was advised that the Government of Montenegro could prevent being designated inactive by submitting an AP at the earliest possibility, before the SC took a decision regarding their participation during its June 28, 2017 meeting. H.E. Prime Minister Duško Markovic sent a letter to the SC on June 22, 2017 reinstating Montenegro's high level commitment to re-engage in OGP. However, in maintaining a consistent and fair approach to enforcing the OGP requirements asked of all participating countries, the OGP Steering Committee resolved to make the government of Montenegro inactive in June 28, 2017. As of March 1, 2018, the Support Unit has not received Montenegro's action plan.

Per the SC resolution on Montenegro's participation, Montenegro must submit an action plan by June 28, 2018 in order to avoid being withdrawn from OGP.

Response Policy Cases - C&S makes recommendations to the SC regarding a country's participation in OGP when a government acts contrary to OGP values ([Response Policy](#)).

- 1. Azerbaijan** - Azerbaijan has an ongoing Response Policy case (Stage Two Actions) due to concerns of constraint space for civil society to operate in the country. It was first designated inactive on May 4, 2016, and the SC agreed to extend its inactive status on June 28, 2017. Per the SC resolution, Azerbaijan has until September 25, 2018 to address an [updated set of recommendations](#). In 2018, the C&S will need to assess the progress made by the Government of Azerbaijan and submit a recommendation to the full SC regarding their participation.



Draft 2018 OGP Support Unit-IRM Implementation Plan

The 2018 OGP workplan seeks to continue the implementation of the Strategic Refresh endorsed by the Steering Committee (SC) in December 2016. Building upon the 2017 OGP workplan, the 2018 workplan is organized around six overall organizational priorities.

1. Deliver tailored support to OGP national and local participants, to support the co-creation and implementation of more ambitious action plans;
2. Build OGP's presence on the global stage;
3. Increase uptake of OGP's thematic priorities;
4. Enhance OGP's research and analysis capacity;
5. Establish the OGP Secretariat as the independent charity organization holding the work of the Support Unit and IRM as it spins off from Tides;
6. Expand the resources available for OGP's work.

2018 Collective Deliverables:

1. Deliver tailored support to OGP national and local participants, to support the co-creation and implementation of more ambitious action plans

The core objective of OGP at the country and local level is to support reformers - primarily domestic government and civil society - to co-create and implement ambitious open government reforms. With 76 OGP participants developing new Action Plans - including 20 through the expanded OGP Local program - and more than 70 IRM reports being published, 2018 will be a crucial test of political engagement, and a major opportunity for OGP participants to advance open government themes that tackle problems citizens care about.

As OGP expands, the Support Unit will continue moving towards a regional model with increasingly integrated civil society and government engagement teams for both national and local participants. This will allow the regional teams to use their understanding of the political context - informed by the IRM - to broker the most appropriate approaches for supporting a specific country or local entity, including rolling out the "menu of services" that was developed in 2017, for example on coalition-building, and mobilizing OGP's Trust Fund for the first time. The regional strategies will also include leveraging OGP's thematic partners, in particular on anti-corruption, public service delivery and citizen participation in policy making - the three overall thematic priorities for OGP in 2018.

Deliverables for 2018:

- Provide support to all 75 participating national governments and 20 local governments; with special emphasis on the 76 participants that will be developing a new Action Plan in 2018.
- Provide deeper strategic advice and support to government and civil society actors in 10-15 selected priority countries and subnationals. As also discussed with Steering Committee in the context of the 2017 work plan, the criteria for selecting these priority countries/local entities includes the political context, the strategic importance for OGP, the stage in the Action Plan cycle and where there is potential traction for



groundbreaking open government reforms through OGP. All new participants will be prioritized to ensure they have a strong start in OGP.

- Use the Participation and Co-creation Standards and new rules published in 2017 to push for more inclusive, higher quality co-creation processes and stronger Multi-Stakeholder Forums to support the development and delivery of more ambitious commitments, especially in thematic priority areas.
- Provide support and guidance materials for OGP participants to collect, publish and document an online repository on the national / local OGP website in line with the OGP Steering Committee decision of September 2017 and the requirements set forth by the IRM. This will include new work on direct citizen engagement and deliberate participation.
- Continue development, piloting and roll out of a 'menu of services' for country support, including enhanced co-creation support via 5-6 OGP Trust Fund co-creation grants, working on thematic coalition building within the new partnership framework, and testing out approached to implementation support, also via the Trust Fund. The 'menu of services' is a modular approach to providing country support and builds on the core support the Support Unit has provided over the past six years. The menu will enable countries to access and tailor a range of enhanced services that are useful across the OGP cycle - from joining OGP, developing ambitious Action Plans, successfully implementing commitments, and continuous learning. It will also introduces new tools and programs around Action Plan development, implementation, monitoring and completion.
- Develop a modified OGP Local "leaders' tier" focused on peer learning and exchange, via a community of practice within the United Cities and Local Government network.
- The IRM will continue to produce high-quality reports to ensure accountability and learning to spur more ambitious, implemented commitments and collaborative processes. In the first half of 2018, the IRM will publish more than 70 reports, a record number. Following on the 2017 IRM review, the IRM will institute a number of changes to ensure that reports are more timely and effective in communications. Beginning this year, the IRM will also move up the date of reporting to provide earlier, more rapid feedback on Action Plans, without losing its overall quality. As a result, the IRM will work on more than 100 reports in the second half of 2018 and move all reporting to a primarily online format. In addition, the IRM report launches will be fully integrated into the national-level multi-stakeholder forums during the development and implementation of Action Plans in 2018.
- Launch the OGP Trust Fund, and initiate a first round of projects, to support co-creation and implementation of open government reforms in a subset of OGP countries. Additionally, provide and/or broker mini-grants for civil society advocacy, consultation or coordination in selected new and priority national and local entities.
- Organize sub-regional peer learning workshops for key OGP stakeholders (especially government POCs and CSO leaders) that focus on key strategic refresh deliverables (co-creation process, ambitious commitments, credible implementation, and thematic priorities).

Steering Committee role:

One of the most powerful things the Steering Committee can do in 2018 is ensure every member engages in at least one activity to directly support an OGP country in its national or local work. This includes:

- Leading by example by securing that the Action Plan co-creation and implementation processes in your countries are as inclusive, participative, broad and ambitious as possible.
- Visiting to help facilitate and guide a co-creation process where new Action Plans are being produced, including reinforcing findings from the IRM reports.
- Leading advocacy and peer exchange activities around the thematic priorities as outlined in the Paris Declaration.
- Using ministerial, embassy and other political outreach to help bring faltering participants back on track and ensure full participation where inactivity is a risk.
- Mentoring government and civil society reformers in new countries to improve their understanding of OGP and how it can be leveraged to deliver domestic reform.
- Being champions of the IRM reports, and encouraging uptake of IRM findings to ensure learning and accountability for OGP commitments.

2. Build OGP's presence on the global stage

In 2017, the recent trends toward authoritarianism, closing civic space and democratic regression continued, making it even more important for OGP to be prominently positioned on the global stage. OGP must be a powerful, positive force that promotes openness and deepens democracy, and a platform for government reformers and civil society leaders to use in the fight against the rise of closed government, restrictions on civic space and growing corruption, all of which leads to citizen distrust. In 2018 Georgia will host OGP's fifth global summit, the major milestone for the year, which will be a platform for global leaders to strengthen the political coalition for openness and OGP.

OGP will also need to sharpen its messaging and brand to encourage wider participation to achieve these goals. In 2018 the Support Unit will work on defining OGP's brand through a value-centric approach that creates a clear incentive for participation in the OGP process. This will include updates to OGP's visual branding, key messages and overall narrative. OGP will launch four initiatives, including the first global Open Gov Week, the OGP Trust Fund, Feminist Open Government and a major storytelling effort that focuses on humanizing OGP's work and celebrating its participants. Our campaign and storytelling work will be amplified by smart new social strategies fueled by real-time data. Also, we will fully activate our ambassador and envoy program ensuring our validators are pro-actively seizing on opportunities to raise awareness of OGP and support the campaigns.

Deliverables for 2018:

- Work with the Georgian government and civil society organizations to organize an action-forcing fifth Global OGP Summit, that attracts strong leader and ministerial participation, and advances OGP's thematic priorities.
- Convene a small gathering of open government champions, including from non-Steering Committee member countries, to build political support for open government and inspire the next generation of OGP leadership.
- Launch the first global Open Gov Week to take place during the week of May 7th, inspired the Italian version, that seeks to inspire and promote activities in all OGP countries that taken open government to new audiences and builds support amongst new constituencies.
- Update and upgrade all branding to ensure clear, compelling and consistent usage and create a branding hierarchy as OGP expands partnerships and commitments.



- Move to a values-based messaging approach that can be customized across audiences. A new framework will be created for use by staff, Steering Committee members, and ambassadors and envoys.
- Unveil a new storytelling campaign at the Georgia Summit featuring compelling narratives about OGP and its participants. The campaign will feature an online storytelling hub, which will promote the wealth of stories collected over the past six years.
- Begin a data-driven approach to social conversations and promotions through real-time listening.
- Develop and launch campaigns to promote the new Trust Fund and the Feminist Open Government Initiative.
- Deepen our work on Trust through additional events, publications and content.

Steering Committee Role:

As we prepare for the Georgia Summit, update key messaging and materials, and launch four new campaigns, we will need Steering Committee leadership such as participating in the campaigns, and promoting them through their own networks. This includes:

- All Steering Committee government and civil society representatives commit to join Open Gov Week activities in week of May 7th, including by organizing activities in their own countries.
- Steering Committee governments ensure attendance of Head of State or senior minister at the Georgia Global Summit.
- All Steering Committee members participate in Georgia Summit sessions, especially in offering to organize, facilitate or speak in sessions that advance areas of thematic leadership.
- Ensure that in all branding, communications and messaging the Steering Committee is reinforcing our larger narrative and helping us move to a more value-centric approach to communications.
- Play an active role in amplifying voices especially during Open Gov Week, this may include participating in events, interviews or social media activities.
- Identify and recruit new OGP ambassadors, and encourage previous ones to stay involved.
- Make introductions to thought leaders and key media figures who would be interested in OGP's work and can help raise the profile of the reforms happening in countries.
- For government members, ensure your representatives in the global decision-making system (UN missions, regional bodies, G20/G7 sherpas, multilateral agencies) are fully aware of OGP's role as a platform for translating international agreements into real action and reform at the national/local level (e.g. SDGs).
- For civil society members, ensure partners, country offices and grantees are participating in national OGP processes and leveraging OGP as a platform for advocacy and domestic reform on priority issues.

3. Increase uptake of OGP's thematic priorities

The core objective is to promote the uptake of ambitious reforms on priority thematic areas through OGP national and local action plans. In 2017, the Support Unit and Steering Committee initiated a strategic push on promoting stronger thematic leadership, bolstered by the Paris Declaration and the strategic refresh focus on anti-corruption and citizen-centric governance.



Over the past year, we have seen a stronger ecosystem for thematic ambition being built in OGP - with the establishment of the Thematic Leadership Subcommittee (TLS), a new strategic thematic partnerships model, and focused programming by the Support Unit on thematic priorities to produce relevant tools and support country-stakeholders. The Co-chair priorities for the year, along with the work plan of the TLS will provide the political leadership, supported by the Support Unit's continued focus on anti-corruption (including beneficial ownership, open contracting, lobbying and money in politics and extractives) and public service delivery (including health, education, water and infrastructure). In addition, the launch of the OGP Trust Fund and the implementation of the "menu of services" will help catalyze country-level action on thematic ambition.

Deliverables for 2018:

- Work with TLS Co-Chairs and Subcommittee members to drive 2-3 priority activities in support of raising ambition at the country level on thematic priorities and coordinate with them on a regular basis.
- Develop a global anti-corruption positioning strategy for OGP - including on how to best use the big corruption themed events in 2018 and the OGP Summit - to position OGP as a major platform for reforms on this topic.
- Publish and disseminate a thematic packet of value propositions and stories on public service delivery, with follow up in targeted countries, to spur ideas and action for reforms on this topic.
- Launch a paper on OGP and civic space, with complementary pieces by key civic space partners,
- Launch an improved and streamlined thematic/ stories section(s) on the website, starting with the Support Unit priority themes and eventually to all Paris Declaration themes.
- Expand and deepen partnerships, including under the new thematic partnerships model, with organizations who can support development, provide technical expertise, and implementation of commitments at the country level. Potential partners include, EITI, Open Ownership, Transparency International, NRGI, World Vision International, Stockholm International Water Institute, among others.
- Ensure action-forcing conversations on thematic priorities (anti-corruption and public service delivery) at OGP events, including the OGP Global Summit and Asia Pacific Regional meeting.

Steering Committee role:

- Lead by example by embedding ambitious commitments related to the thematic priorities in your Action Plans.
- Work with the TLS to showcase progress in at least one key reform area that you have been involved in, and lead conversations at Steering Committee meetings on what has worked and what has not.
- Invite other OGP countries for joint peer learning and exchange opportunities on specific thematic reform areas, in coordination with the TLS and Support Unit.
- Invite key ministries in your country/countries you work with to join the conversation at the OGP global summit.
- Use high level speaking engagements at the international events to position OGP as an implementation mechanism for thematic ambition



4. Enhance OGP's research and analysis capacity

In 2018 OGP will attempt a major upgrade to its storytelling, research and analytic capacity. This will include ensuring it is much easier to learn about the most interesting and ambitious reforms taking place in OGP, thinking of new ways to allow cross-country comparison of progress on core open government performance indicators, and continuing to build community resources.

Deliverables for 2018:

- Launch an OGP stories microsite to provide easier access and a more compelling presentation of OGP's results and innovative reforms, powered by a more comprehensive internal results database.
- Begin the design, data collection and writing process for a new flagship report to support cross-country learning and the race to the top in OGP, the "State of Open Government Report," to be published mid-2019.
- Continue developing community resources that support the OGP community to hear about the most innovative research on Open Government, OGP's impact, and to be able to use these results to get innovative policies in their country. To meet these needs, OGP will work on several major products:
 - *The Skeptic's Guide to Open Government* will corral the most up-to-date research on open government's effects on trust, control of corruption, improved public services, and economic growth. This will be packaged for a wide audience.
 - *Early Results*: Building on an early impacts research project, the "early results" project captures the policy and human interest stories behind some of the most innovative OGP commitments from the last several years.
 - *OGP Academy*: In 2017, the University of Buenos Aires hosted the first ever academic community gathering around OGP. To continue incentivizing academics to freely pursue research on open government, OGP will publish the best papers from the conference.
 - *Commitment Highlights*: Following on past years' successful publications, OGP will continue to highlight top innovations in open government according to the IRM and to identify promising commitments in OGP action plans.
 - *Webinar series*: Re-start the webinar series with relevant topics and themes during the NAP cycle.
 - *IRM technical papers*: The IRM is publishing two technical papers looking at what IRM reports tell us about how to remove obstacles to better commitments. The first, published in January, focuses on implementation. The second, to be published in March, focuses on commitment design. In addition, the IRM will publish brief analysis on early findings from the subnational pilot and will support in thematic lessons from OGP.
- Utilize window two of the OGP Trust Fund to coordinate research on the impact of open government reforms in priority thematic areas.

Steering Committee Role:

- As one of the major users (and requesters) of research and analysis, Steering Committee members are asked to guide the development of major knowledge products through the course of the year.
- Use IRM findings to make evidence-based policy decisions about the future of OGP.



- Support the launches and dissemination strategies for our knowledge products and help socialize them with different audiences.
- Host webinars and/or be speakers on thematic topics as needed.

5. Establish the OGP Secretariat as the independent charity organization holding the work of the Support Unit and IRM as it spins off from Tides

Effective April 1, 2018, the OGP Secretariat will begin operating as global organization, with public charity status in the United States. The operational and administrative goal for the year is to ensure this implementation process is smooth. In 2017 we recruited senior level Operations team members to provide leadership for the process and in early 2018 we are setting up our systems. We are also taking care to establish a policy framework that can effectively serve the growing partnership and reflects progressive values in its human resource practices and policies.

Deliverables for 2018:

- Complete spin off by March 31, 2018.
- Build internal systems for OGP, including training staff to run the administrative and financial functions of OGP, including human resources, finance and accounting, legal, compliance and risk management.
- Ensure the transition of financial, contractual and other administrative activities to the OGP Secretariat, to support the ongoing work of the Support Unit.
- Support the the Board of Directors in its legal, fiscal and oversight role.
- Ensure continued financial sustainability by monitoring budgetary and cashflow information as well as by supporting fundraising activities.

Steering Committee role:

- Support the OGP Secretariat Board as it provides appropriate oversight for the new non profit organization.

6. Expand the resources available for OGP's work

In order to meet the increased demands of the growing number of OGP national and local participants, and the geopolitical context for democracy and openness, the Support Unit has expanded rapidly -- from a staff of two to an international staff of over 40 in five years -- and has a more ambitious program implementation plan as outlined in this document. However, the Support Unit still faces considerable, excess demand, with each frontline country support staff still supporting 15 countries on average. In addition, after several years of planning, OGP will launch a Trust Fund in 2018 to directly channel much-needed support for government and civil society participants with open government work. This enhanced level of support requires a robust fundraising function to strengthen and diversify our revenue streams, ensuring an adequate organizational budget and mitigating our risk.

Deliverables for 2018:

- Create a multi-year fundraising strategy and implementation plan for the organization, including bringing on board 2-3 new bilateral government and/or foundation donors as



core funders of OGP. Leverage existing relationships with trusted funders to identify potential funders whose work and funding priorities align with the Strategic Refresh and OGP's thematic priorities.

- Finalize new grants with existing donors whose current programs of support end in 2018.
- Increase the number of national OGP participants that fulfill their annual contribution to the organization, including targeting 5-10 governments who have not yet made a contribution to OGP.
- Work with the OGP Local program to assess the viability of a pilot program for local contributions in tandem with the larger integration of the Local program. If viable, draft a strategy for the pilot.
- Raise awareness of the new option for participants to pay their annual contribution via the OGP Trust Fund, thus helping resolve situations where legal reasons may have prevented past contributions to OGP.
- Launch the OGP Trust Fund at the Georgia Global Summit in July 2018, with founding donors in attendance. The Trust Fund will conduct a review in early 2019 of workplan and budget to assess what the need is for additional donors to join.

Steering Committee Role:

- Provide political leadership on country contributions, through both leading by example through the timely payment of contributions, and presenting the value proposition for payment to other participants through high level meetings and correspondence.
- Explore the possibility of additional funding through their country's bilateral aid agency, if they have one.
- Connect the fundraising team, particularly the CEO and Deputy CEO, with contacts at private foundations that have strong alignment with OGP's work and values.



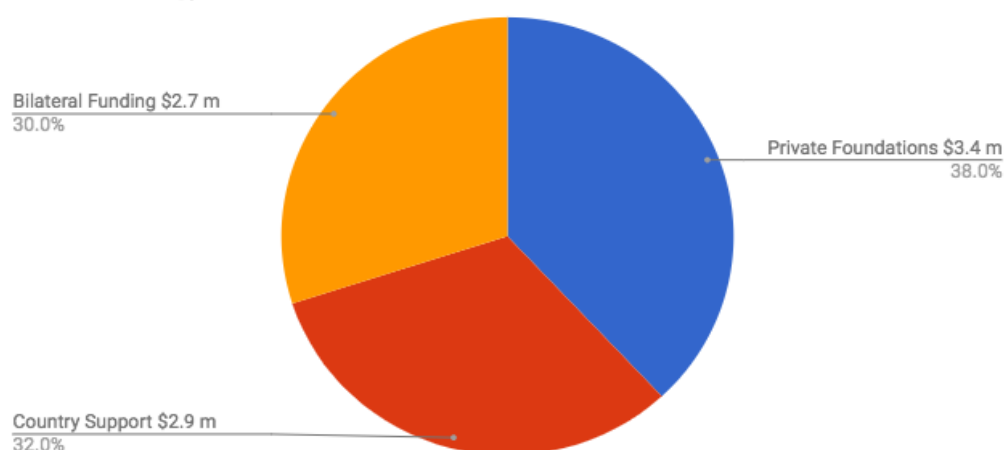
2018 Budget Memorandum for the OGP Steering Committee

Introduction: This memo provides an overview to the proposed Support Unit-Independent Reporting Mechanism (SU-IRM) 2018 budget of \$9.94 million. The proposed 2018 budget supports ongoing implementation of the Steering Committee-endorsed Strategic Refresh (SR), including enhanced support for OGP countries, a continued focus on OGP’s global geopolitical positioning and an emphasis on the thematic priorities we are seeking to scale up. In 2017 OGP had established a medium-term spending projection of \$9.5 - \$10 million annually over the next two or three years, corresponding to the remaining period of the Strategic Refresh. As seen in Table 1 found in Appendix 1, planned expenses for 2018 represent a modest increase of \$386,000 over OGP’s approved 2017 budget, reflecting both its commitment to ongoing implementation of the Strategic Refresh as well as activities to establish OGP as an independent public charity effective April 1, 2018.

Action for the Steering Committee: The attached budget encompasses anticipated income and planned expenses for January – December 2018. Please note that this budget incorporates the pro rata budget for January – March 2018 quarter that was previously approved by the Governance and Leadership subcommittee on December 12, 2017. We welcome questions or comments from the Steering Committee about this proposed 2018 budget.

SU-IRM Financial Position - Revenues and Expenditures: There are three principal sources of funds for OGP as we enter 2018: (i) a cash balance as of January 1, 2018 of US\$1.88 million plus an additional US \$1 million of 2017 income not yet received (a total of \$2.88 million); (ii) confirmed funding commitments for 2018 of approximately US\$3.4 million (Hewlett, Omidyar, OSF, USAID, US Dept. of State); and (iii) an additional US\$5.6 million in steady-stream income (2018 Ford funding, DFID, country contributions) to support 2018 expenditures. Please see Figure I below for a summary breakdown of OGP’s 2018 revenue sources by type.

Figure I: 2018 OGP Revenue Sources (does not include 2017 carry over funding)



Combining 2017 carry over funds and 2018 revenue sources brings the total estimated available funds for the SU-IRM in 2018 to approximately US \$11.9 million. In 2018 OGP has planned expenditures of US\$9.94 million, which predicts a cash reserve of US\$2 million as we enter



2019. The SU-IRM financial position for 2017 and 2018, comprising aggregate revenue, reserve and expenditures, is summarized below in Table I:

Table I: Financial Position 2017-2018

	2017 (US\$) (actual)	2018 (US\$) (projected)
Revenue	\$8,272,474	\$9,068,300
Expenditures	\$8,593,041	\$9,942,673
Cash Balance & Receivable(end-year)	\$2,880,000	\$2,005,627

Note: In response to a delayed disbursement of a major grant in 2017, OGP curtailed expenses relative to the approved budget to fit within adjusted income parameters.

Highlights of the 2018 Proposed Budget: The proposed budget supports the continued implementation of the Strategic Refresh, with overarching objectives of (i) enhanced country support for raising ambition and ensuring credible implementation, (ii) strengthening OGP geopolitically as a powerful, positive global movement for openness and deeper democracy and as a countervailing force against the rise of closed government, including restrictions on civic space and distrust in government and (iii) increasing the uptake of OGP thematic priorities across participating national and local entities.

As outlined in the detailed 2018 SU-IRM Implementation Plan, OGP will implement activities across six major collective deliverables:

1. Deliver tailored support to OGP national and local participants, to support the co-creation and implementation of more ambitious action plans;
2. Build OGP's presence on the global stage;
3. Increase uptake of OGP's thematic priorities;
4. Enhance OGP's research and analysis capacity;
5. Establish the OGP Secretariat as the independent charity organization holding the work of the Support Unit and IRM as it spins off from Tides;
6. Expand the resources available for OGP's work.

The attached budget table summarizes key budget categories in support of the 2018 Implementation Plan. Some highlights include:

- **Program Allocations:** Country support - comprising support for OGP participating governments, local governments and civil society organizations through our Government Support and Civil Society Engagement Teams - constitutes our largest program, accounting for \$2.55 million or 25.6% of our budget. In 2018, a record 76 action plans from national and local governments will be submitted to the Support Unit, the largest ever collection since OGP's founding. The Independent Reporting Mechanism (IRM) constitutes the second biggest expenditure program to fulfill their mandate, with \$2.16 million or 21.6% of our budget. The IRM will publish over to 70 reports in 2018, and implement recommendations resulting from the 2017 IRM Refresh aimed to make the IRM more efficient and effective. Our Global Campaign, Steering Committee and Events



now constitute 14.7% of our budget, which will play a crucial role in supporting OGP's geopolitical positioning. Planned activities for OGP's Communications program represent 8.6% of expenditures while activities for the Knowledge, Learning, Innovation and Capacity-building (KLIC) program constitute 7.6% of expenditures. Overall our program expenditures constitute 78% of our budget relative to 22% for operations and development expenditures.

- **Establishing OGP as an independent organization:** With 22% of OGP's overall expenditures committed to operations and fundraising activities in 2018, the operations budget provides \$318,800 in one-time only costs directly related to establishing OGP as an independent organization. We fully anticipate reduced costs for operations in 2019.

Reserves

Reserves provide a cushion for organizations to invest in unanticipated opportunities or navigate unexpected challenges. Guidance from Raffa, Inc., the accounting firm contracted to set up OGP's financial systems, is that several factors should be considered when establishing a reserves goal, including: reliability of sources of income, seasonality and timing of cash flow, stability of expenses and the nature of an organization's assets and liabilities. In a recent survey by Raffa, more than half of 25 organizations reported maintaining unrestricted reserves between 1% and 49% (reserves of approximately 0 to 6 months of expenditures), with 4 organizations reporting no reserves at all.

Given the stability of its income sources and careful mapping of its cash flow of income and expenses, OGP's stated goal in 2018 is to maintain a reserve of 3 months of expenditures. Current estimates are that OGP's cash reserve at the end of the first quarter of 2018 will approach 4 months of its current spending level. This balance results from the inflow of large, annual grants from private foundations disbursing lump sums at the beginning of the year, in contrast to other donors that disburse quarterly amounts reflecting quarterly expenses. OGP currently anticipates a cash reserve at the close of 2018 that approximates 2.4 months of its current spending level.

In addition to the estimated \$2 million cash reserve balance anticipated at the end of 2018, OGP is in the process of negotiating agreements to secure \$5.4 million in grants for 2019 and fully expects to receive an additional \$4.75 million through grants from long-standing donors and contributions from OGP countries. Further, OGP is in discussions with two donors regarding their interest in funding specific OGP activities. The income from these grants are not reflected in the current budget or this memorandum, but will be added to OGP's 2018 budget if they are awarded during the current fiscal year, along with additional expenses associated with activities the grants would support.

Beyond this, OGP will continue its intensive fundraising strategy in 2018, which we expect to yield significant new funding from country dues, bilateral agencies and private foundations for use in 2018 and beyond. By actively pursuing fundraising opportunities and carefully managing its planned expenditures, we anticipate our continued sound financial position heading into 2019.



Appendix 1. Comparison of 2017/2018 Expenditures by Expense Category

Comparison of 2017 and 2018 Expenditures Budget by Expense Category		
Expense Category	2018 Budget	2017 Budget
Salary and Related Expenses	\$5,390,383	\$3,649,000
Professional Services	\$2,182,847	\$2,834,000
Meeting and Travel Expenses	\$1,536,018	\$1,199,000
Grants and Awards	\$156,500	\$90,000
Other Expenses	\$676,925	\$1,785,000
Total	\$9,942,673	\$9,557,000

Note: In 2017, OGP's international team members were budgeted under Professional Services. In 2018, OGP's international team members are budgeted under the Salaries and Related Expenses. In 2017, some travel expenses were allocated to Other Expenses, which are allocated to Travel in 2018.

Appendix 2. 2018 Support Unit/IRM Budget Summary

Open Government Partnership SU-IRM Budget - 2018	
Category	(US\$)
Country and Local Support (Government Support + Civil Society Engagement Programs)	
Salary and Related Expenses	\$1,760,920
Professional Services	\$136,783
Meeting and Travel Expenses	\$493,818
Grants and Awards	\$156,500
Other Expenses	\$5,320
Total Country Support	\$2,553,341
Percentage of total budget	25.68%
Independent Reporting Mechanism (IRM)	
Salary and Related Expenses	\$1,130,379
Professional Services	\$934,264
Meeting and Travel Expenses	\$92,400
Other Expenses	
Total IRM	\$2,157,043
Percentage of total budget	21.69%

Global Campaign, Steering Committee and Events	
Salary and Related Expenses	\$616,963
Professional Services	\$106,500
Meeting and Travel Expenses	\$732,400
Other Expenses	\$10,000
Total Global Campaign, Steering Committee and Events	\$1,465,863
Percentage of total budget	14.74%
Communications	
Salary and Related Expenses	\$520,801
Professional Services	\$291,000
Meeting and Travel Expenses	\$25,200
Other Expenses	\$18,900
Total Communications	\$855,901
Percentage of total budget	8.61%
Knowledge, Learning, Innovation and Capacity (KLIC)	
Salary and Related Expenses	\$515,213
Professional Services	\$225,500
Meeting and Travel Expenses	\$12,600
Other Expenses	\$2,000
Total KLIC	\$755,313
Percentage of total budget	7.60%
Operations (HR, Finance, Legal Compliance and Risk Management)	
Salary and Related Expenses	\$673,695
Professional Services	\$488,800
Meeting and Travel Expenses	\$171,200
Facilities and other Administrative Expenses (including Tides Fees)	\$640,705
Total Operations	\$1,974,400
Percentage of total budget	19.86%
Development/Fundraising	
Salary and Related Expenses	\$172,412
Professional Services	
Meeting and Travel Expenses	\$8,400
Other Expenses	



Total Development/Fundraising	\$180,812
Percentage of total budget	1.82%
TOTAL 2018 PROPOSED BUDGET	\$9,942,673
Program Expenses	\$7,787,461
Percentage of total budget	78%
Administrative and Development	\$2,155,212
Percentage of total budget	22%
Notes:	
(1) This budget is for Jan - Dec 2018, including the first quarter of Jan - Mar 2018. The GL approved a pro rate budget for Jan - Mar 2018 on 12 December 2017	
(2) Facilities and Other Administrative Expenses include Tides' fees, insurance, interest, legal fees, dues, IT costs, licenses, rent, repairs, supplies, taxes, and telephone expenses. These expenses are required for the general operation of the organization.	

