

# 2019 OGP Support Unit-IRM

## Implementation Plan

The 2019 OGP workplan seeks to continue the implementation of the Strategic Refresh endorsed by the Steering Committee in December 2016. Building upon the 2017 and 2018 OGP implementation plans, the 2019 workplan is organized around five overall organizational priorities.

1. Provide world-class support to OGP national and local participants to support better and more inclusive co-creation, more ambitious Action Plans - especially on thematic priorities - and better implementation;
2. Advocate globally for openness and democracy, including through OGP's first major campaign on gender and inclusion, and position OGP as a pivotal implementation platform to translate global promises into country action;
3. Support targeted learning, facilitate collective action, and strengthen partnerships to demonstrate greater ambition on OGP's thematic priorities;
4. Enhance OGP's research, learning and capacity building program and become a widely accessible resource for stakeholders across the partnership for knowledge and innovation;
5. Strengthen OGP's core institutional functions to sustain and support the Support Unit and IRM in the areas of governance, finance/accounting, human resources, fundraising and technological infrastructure.

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## 2019 Collective Deliverables

### I. Country and Local

#### **Summary:**

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. This support over the years has become more advanced, political and strategic. It is also a collective effort, involving thematic and multilateral partners, bilateral and foundation funders, ambassadors and envoys, and Steering Committee members working alongside the Support Unit. Further expanding the engagement with the European institutions will be a priority. Increasingly, parliaments, oversight institutions and the private sector are also the target of this support work. In 2019, 49 OGP participants will develop new Action Plans and more than 100 IRM reports will be published. This 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.

In 2018, OGP brought together the national and local government and civil society support under one umbrella, allowing it to broker the most appropriate approaches for supporting a specific country or local entity. This path will be continued in 2019 with a closer cooperation with the IRM and the Trust Fund team, as well as further growth and strengthening of the regional teams.

2019 will see a further expansion of the provision of enhanced support services for priority countries/locals 'the OGP way.' The Trust Fund will be a critical component, providing a new round of co-creation grants as well as the first thematic and implementation grants. OGP will also continue to be more deliberate in designing customized political and strategic regional approaches, especially around political transitions. The thematic coalitions will be deepened, with the ambition of more thematic traction, especially around priority topics. The gender campaign and the 6th OGP Global Summit will be pivotal in creating momentum thematically and politically.

The IRM and the Country Support Team will work even more closely together to ensure that the IRM reports and insights are used to inform our support strategies and enhance learning and accountability at the country level, leading to better co-creation and implementation.

OGP will also use 2019 to take a strategic deep dive into scalable expansion models for the work around local open government, while continuing to work with the strong cohort of current OGP Local members and strengthening its network and community of practice.

### **Main Deliverables for 2019:**

1. Provide support to all 79 national and 20 local government members; with special emphasis on the 49 members that will be developing a new Action Plan in 2019.
2. Provide deeper strategic advice and support to government, civil society actors and other actors in 10-15 selected priority countries and local members. 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 ground-breaking open government reforms through OGP. All new members will be prioritized to ensure they have a strong start in OGP.
3. Improve the quality and depth of the OGP process at national/local level demonstrably with an emphasis on more countries following the OGP participation and co-creation standards, including a well-functioning multi-stakeholder forum, high level political support, repositories in place for ongoing self-assessment of action plans and implementing IRM recommendations. Exploring the opportunities of direct citizen engagement in OGP will be a way to strengthen the OGP dialogues.



4. Broker and provide advanced co-creation and implementation services. The Trust Fund will be a critical component, providing a new round of co-creation grants as well as the first thematic and implementation grants. Together with thematic partners, OGP will provide co-creation and implementation support on selected priority themes. Additionally, provide and/or broker mini-grants for civil society advocacy, consultation or coordination in selected new and priority national and local entities.
5. Take a strategic deep dive into scalable expansion models for the work around local open government, by carefully assessing existing practices and exploring various models, while continuing to work with the strong cohort of full OGP Local members and strengthening its network and community of practice.
6. Increase dissemination and outreach efforts by the IRM to yield accountability and learnings at the country level and across countries. In 2019 the IRM will also improve recommendations in the 110 reports scheduled to be published. Following on the 2017 IRM review, the IRM will continue its refresh process in 2019 with a review of the IRM Charter. An in-depth look at the IRM's reporting framework, approach to dissemination and coordination with other Support Unit teams will allow the IRM to support OGP's continued expansion and strategic goals, while doing so in a sustainable manner and according to its mandate. The IRM Charter review will be conducted in close collaboration with the Criteria and Standards subcommittee of OGP.
7. Use the 6th Global Summit to promote greater ambition in the 49 new OGP action plans and to continue building high level political buy-in and support for OGP from governments and civil society, including in a set of priority countries and on a set of thematic priorities.

### **Steering Committee role:**

One of the most powerful things the Steering Committee can do in 2019 is ensure every member engages in at least one activity to directly support an OGP country in its national or local work, and to lead by example in your own OGP process. This includes:

1. Leading by example by ensuring that the Action Plan co-creation and implementation processes in your countries are as inclusive, participative, broad and ambitious as possible, including meeting all of OGP's participation and co-creation standards and engaging with IRM reports.
2. Visiting at least one of the 49 countries developing a new action plan to help facilitate and guide an ambitious co-creation process, including reinforcing findings from the IRM reports.
3. Leading advocacy and peer exchange activities around OGP's thematic priorities.
4. Using high-level political and diplomatic outreach to support OGP countries undergoing political transitions, and help bring faltering participants back on track and ensure full participation where inactivity is a risk.



5. Mentoring government and civil society reformers in new OGP countries to improve their understanding of OGP and how it can be leveraged to deliver domestic reform to ensure strong initial OGP engagement.
6. Being champions of the IRM, and encouraging uptake of IRM findings to ensure learning and accountability for OGP commitments.

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## II. Global and Regional

### Summary:

The rise of populism, the increasing popularity of illiberal democracy, and attacks on civic space all continue to be a major threat to open government in 2019. The need for strong voices standing up for openness and democracy continues, and OGP is well placed to be part of the response to the worrying trends in many parts of the world. In 2019 OGP will have its sixth Global Summit, hosted by Canada, which should make the case for why more inclusive and participatory governance delivers better impact for governments and citizens.

In 2019 OGP will launch its first full campaign - Break the Roles - to focus on the intersection of gender, inclusion and open government. This will be the organizing theme for the second global Open Gov Week, a major track in the Summit and the subject of a big research project. Our target is to see 30% of OGP participants take an action on gender and inclusion by the end of the year. In addition we want to position OGP as an implementation, monitoring and accountability partner to the SDGs process, as well as continuing our work to strategically position OGP at partners' summits/events as a platform for action on thematic priorities.

### Main Deliverables for 2019:

1. Work with the Canadian government and civil society organizations to organize an action-forcing 6th Global OGP Summit, that attracts strong leader and ministerial participation, and advances OGP's thematic priorities.
2. Along with parallel research and country support, launch a major global campaign - *Break the Roles* - to advance gender and inclusion in OGP. The goal for 2019 is for 30 percent of OGP's participants to take an action that advances the use of open government as a tool to advance gender equality and inclusion.
3. Organize the 2nd global Open Gov Week to take place during the week of March 11th, themed around gender and inclusion, during which OGP participants will be encouraged to expand the open government conversation to communities who historically have not had a voice in supporting open government conversations
4. Expand the stories featured on CitizEngage, with a particular focus on gender and inclusion in support of the global campaign.
5. Building on the concept and success of the 2018 Bellagio convening, explore the option of organizing similar regional gatherings of open government champions to



- build political support for open government and inspire the next generation of OGP leadership.
6. Support the Dutch government in organizing a European Leaders Forum in October 2019.
  7. Explore the possibility of organizing a regional event in Africa in late 2019 or early 2020.
  8. Deploy OGP's network of Ambassadors and Envoys effectively to raise OGP's profile in global and regional fora, and to provide targeted country support.
  9. Position OGP at the UN High-Level Political Forum in July and the UNGA in September as an important partner for implementing the SDGs, especially Goal 16 which is under review in 2019. OGP will organize an event and publication that highlights how OGP countries are using their OGP membership to advance on SDG 16 Plus.
  10. Participate in the gatherings and major milestones of our partners and community, including playing a visible role at conferences and in global fora such as EITI's global summit, the Access to Justice Forum, G7, Paris Peace Forum, Women Deliver, and others to build coalitions and foster a stronger group of open gov leaders.
  11. Launch a new OGP website and create OGP content stressing the impact and potential of open government reforms.

### **Steering Committee Role:**

The Steering Committee has a critical role in supporting OGP's global work. Heads of State and Ministers speaking out on open government and committing to ambitious reforms is central to OGP's theory of change of tackling vested political interests. In 2019, the Steering Committee can continue to lead by example across our activities, including through communications and campaigns by promoting OGP's work to their own organizations and networks, and providing high-level guidance on execution. It is vital the stories of why open government matters are told more effectively - and the Steering Committee is well placed to help OGP do that.

1. Maintain an up-to-date grid of strategic activities in support of the broader OGP deliverables, and report on progress made at Steering Committee meetings.
2. Participate and support the deliverables identified for the OGP Global Summit and other events as requested, with governments committing to attend at a senior political level. Steering Committee members should also consider proposing sessions, speakers or political deliverables for the Summit.
3. Commit to organize and/or join Open Gov Week activities in week of March 11th, including by inviting a new partner or organization to participate. Promote Open Gov Week with other OGP participants.
4. Ensure that all branding, communications and messaging from the Steering Committee reinforces the larger narrative.



5. Play an active role in amplifying OGP messages by participating in events, interviews or social media activities.
6. Provide information on stories and impacts to be shared by OGP, particularly through *Citizenengage*.
7. Provide introductions to thought leaders and key media figures relevant to OGP's work.
8. 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 2019 a priority will be the HLPF events at the UN.
9. For civil society members, ensure partners, country offices, grantees and local civil society organizations are engaged and incentivized to participate in national OGP processes and leverage OGP as a platform for advocacy and domestic reform on priority issues.

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### **III. Thematic**

#### **Summary:**

OGP's thematic work focuses on promoting ambition and uptake of commitments across four priority areas: anti-corruption, citizens shaping/monitoring public services, civic space, and inclusion. In 2019, OGP will continue building and strengthening strategic partnerships with organizations to provide timely technical support, connections, inspiration and knowledge to OGP members to co-create and implement commitments on these themes. There will also be a strong focus on supporting and brokering coalitions of government on thematic issues where this is potential for action-forcing leadership through OGP, working with civil society and other relevant actors. A key priority will be the effective delivery of the thematic grants of the OGP Trust Fund, including by working directly with the grantees to ensure that they support the strategic objectives of OGP. Finally, the Support Unit will ensure that key OGP events such as the 6th Global Summit and partner events help strengthen OGP's positioning to advance concrete progress on thematic sectors.

#### **Main Deliverables for 2019:**

1. Create links across the Support Unit, Steering Committee and thematic partners to facilitate timely technical support and resources for OGP members, especially OGP priority countries and locals, to increase ambition and uptake of commitments on thematic priorities. Areas of focus will include, anti-corruption (beneficial ownership, open contracting, money in politics), citizen participation to shape and monitor public services, civic space, and inclusion.



2. Build thematic partnerships with new actors and strengthen existing organizational partnerships at the country, regional and global levels.
3. Ensure that the agenda and objectives of the 6th OGP Global Summit support the strategic advancement of OGP's thematic priorities.
4. Broker targeted thematic coalitions for action with governments and other relevant actors, especially on issues where collective action may be weaker, to use OGP to advance these reforms.
5. Map the strategic role that OGP can play (including identifying potential commitments in action plans) to further policy innovation and learning related to emerging priorities such as digital governance and algorithmic transparency.
6. Work across the IRM, KLIC, and communication teams to ensure timely analysis of data and dissemination of stories related to thematic priorities, especially for key OGP events (Open Gov Week, 6th OGP Global Summit) and partner events.
7. Support the strategic and timely execution of programming supported by thematic window of the OGP Trust Fund and ensure that it is coordinated with OGP's strategic focus.
8. Develop a comprehensive strategy for OGP on civic space, in coordination with the Steering Committee and partners.

### **Steering Committee role:**

Steering Committee members have a crucial role - leading by example by raising thematic ambition in their own action plans, including by bringing in relevant thematic ministries from government to engage with OGP action plan processes. As seen in previous years on issues like open contracting, a coalition of OGP Steering Committee leaders have been key to driving the global agenda as early adopters. Similarly, the Steering Committee are well positioned to lead coalitions for action on ongoing priority areas like beneficial ownership and civic space, and emerging priority areas like digital governance. Finally, an important part of the Steering Committee mandate is to promote collective action and peer learning, including through the Thematic Leadership Subcommittee (TLS).

1. Lead by example - support the development and implementation of ambitious commitments on thematic priority areas through action plans.
2. Support and host at least one peer exchange activity for other OGP members to advance commitments in priority thematic areas.
3. Broker new, or join existing, coalitions related to priority themes to promote peer learning and innovation among early adopter countries. (E.g a new beneficial ownership, gender, or access to justice coalition).
4. Initiate meetings with key government and civil society leaders working on these priority themes to introduce OGP and how they can engage.
5. Lead discussions on how OGP can promote innovation in government on frontier issues like digital governance, and focusing on subset areas discussed in previous meetings such as AI ethics and algorithmic transparency, especially those used by



- governments in decision-making.
6. Use the Thematic Leadership Subcommittee as a point of strategic exchange and stock-taking on what different Steering Committee members are doing to promote thematic priorities.

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#### **IV. Research, Learning & Capacity Building**

##### **Summary:**

Through a combination of high-quality, evidence-based products and skills development programs: (i) enhance the OGP Support Unit and leadership's ability to adapt their approaches and meet the demands of OGP stakeholders; (ii) enhance OGP stakeholders' ability to design and implement commitments with greater national relevance, ambition and impact; and (iii) strengthen uptake and dissemination of OGP's resources among targeted audiences.

##### **Main Deliverables for 2019:**

- A. Research: OGP will produce strategic, high-quality publications that reach their audience
  1. *Flagship Report*: Generate insights and analysis to inform OGP's leadership, international policy area leaders, and OGP country actors on major areas where we need to improve
  2. *Evidence-building*: Execute key research and evaluation on the impact of open government and of OGP
  3. *Strategic Partnerships and Communications*: Build high-impact partnerships with knowledge producers (e.g. Carnegie Endowment) to improve the uptake and discourse on open government and OGP among academics
- B. Learning: OGP will have a reflective, agile culture where management and staff are able to adapt their strategy and tactics to meet stakeholder needs
  1. *Review of OGP's Monitoring, Evaluation & Learning (MEL) system*: Assess how effectively OGP gathers, analyses and feeds back data on OGP's performance, into strategy and work planning
  2. *Scaling up good practice*: Document and disseminate across the partnership how Trust Fund recipients leveraged political, technical and financial support to achieve better outcomes in co-creation and implementation.





- C. Capacity Building: Arm reformers with the tools, skills, and learning needed to create more problem and solution-oriented action plans and strengthened coalitions within countries.
  1. *Multi-donor trust fund*: Manage and execute one round of co-creation and thematic support and 2 rounds of implementation support in 2019 for up to 20 countries.
  2. *Enhanced menu of services*: Pilot and scale enhanced support in targeted countries, for example building capacity to forge more resilient coalitions, or in improving intra-governmental ownership and coordination

**Steering Committee role:**

1. Generate country and partnership wide discussion using findings of OGP knowledge products such as State of Open Government Report (SoGR). For example, the Thematic Leadership Subcommittee can use the findings of the thematic section of the SoGR to host webinars around specific gaps and challenges highlighted by SoGR.
2. Strategically promote existing OGP knowledge products more widely to amplify open government and OGP to global audiences. For example, OGP's Star Reforms publication and Skeptics' Guide are both designed to be ready for quick dissemination particularly on specific policy areas.
3. Engage Steering Committee members upstream in shaping knowledge products on OGP's priority thematic areas. For example, multiple streams of work on open government and OGP's impact will launch this year where the Steering Committee's strategic input will be required.

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**V. Operations and Fundraising**

**Summary:**

In 2019, OGP's Operations team will continue to strengthen OGP's core institutional functions as it completes its first year of operating as an independent public charity. The overarching goal of OGP's 2019 activities is to ensure that the OGP Support Unit and the IRM, Board of Directors, donors and other stakeholders are well supported by an infrastructure (financial, contractual, technological, human resources, etc.) and resource base that meets their needs as we work together to further OGP's mission.

**Main Deliverables for 2019:**

1. Capacity building work with the Board, to include a review of OGP's organizational policy framework.
2. Opening of at least one hub office, in Belgium, and development of an approach for other hub offices.



3. “Organizational Development” work with SU teams to envision strategic development of OGP’s global presence.
4. Launch of internal training program to respond to external requirements and expectations and stated staff needs.
5. Creation/implementation of a multi-year fundraising plan to assist us in our work to identify, cultivate and secure funding from additional sources.

**Steering Committee role:**

1. Support the OGP Secretariat Board as it provides appropriate oversight for the new non-profit organization.
2. 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.
3. Explore the possibility of additional funding through their country’s bilateral aid agency, if they have one.
4. 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.

\*\*\*End\*\*\*

