

OGP Steering Committee Meeting

25-27 FEBRUARY 2020
BERLIN, GERMANY

Pre-Meeting Briefing Packet

Open
Government
Partnership



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Open Government Partnership Steering Committee


Working Level Meeting
25-27 February 2020 | Berlin, Germany

Agenda



Key:

| | | | | | | | | | |
|---|------------|---|---------------------|---|--------|---|---------------------|---|--------------------|
|  | Governance |  | Country/Commitments |  | Global |  | Thematic Priorities |  | Universal Platform |
|  | Break |  | Social | | | | | | |

Monday February 24

| Time | Mins | | Title | Description |
|-------|------|--|--|--|
| 19:00 | 120' |  | Government SC Dinner & Civil Society SC Dinner | Please save the date for an informal dinner for each of the Steering Committee constituencies. Both dinners will take place at 19:00, with the locations TBC in the coming days. |

Tuesday February 25

| Time | Mins | | Title | Description |
|---|-------|---|---------------------------|--|
| 09:00 | 120' |  | Subcommittee Meetings | GL, C&S and TLS meet individually at the OGP hotel over breakfast. Hotel NH Collection Berlin Mitte Friedrichstrasse. |
| | ↓ 60' | | | |
| 12:00 | 10' |  | Welcome and Introductions | 1. Welcome remarks Government of Germany; Robin Hodess and Government of Argentina 2. Round of introductions |
| Session 1: Health of the Partnership; implications for the Steering Committee | | | | |

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| 12:10 | 20' | 1a - Context Presentation | <p>During this session the CEO will deliver a brief presentation on the “health check of the partnership” highlighting successes, challenges and opportunities.</p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. OGP Vital Signs: 2019 (page 16) |
| 12:30 | 60' | 1b - SC sharing and discussion | <p>Opportunity for the Steering Committee to reflect and discuss their role as leaders of the partnership, in response to the health check of the Partnership presentation.</p> |
| 13:30 | 30' | 1c - Summary 3YP Presentation | <p>This block will include a brief presentation of OGP's new 3 Year Implementation Plan (3YP). It will include how the 3YP has evolved through the Steering Committee consultations, and a preview of how the agenda for the coming three days relates to the plan.</p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Final 3YP document (attached separately) |
| 14:00 | 75' | Lunch & Teambuilding | |
| Session 2: Universal Platform Updates and Decisions | | | |
| 15:15 | 30' | 2a - Criteria and Standards | <p>Overview: The Criteria and Standards Subcommittee (C&S) chairs will present an update on countries that acted contrary to process and those that are now under procedural review to provide an early warning to the Steering Committee of possible future inactivity cases. The Steering Committee will have a chance to discuss what support the Steering Committee can provide to these countries during session 5B “Regional Huddles”.</p> <p>During this session, the C&S Chairs will also present the inactivity recommendations for Jamaica and Pakistan.</p> <p>Decision points:</p> <ol style="list-style-type: none"> 1. Steering Committee endorsement of the inactivity resolution for Jamaica |



| | | | |
|-------|-----|--|--|
| | | | <p>2. Steering Committee endorsement of the inactivity resolution for Pakistan</p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Session outline and background information (page 18) 2. Update on 2020 C&S cases (for reference only) (page 19) 3. Inactivity resolution for Jamaica - for Steering Committee approval (page 24) 4. Inactivity resolution for Pakistan - for Steering Committee approval (page 25) |
| 15:45 | 60' | 2b - IRM Refresh | <p>Overview: The IRM will present the proposed changes to the IRM as a result of the IRM Refresh process. The proposal builds on consultations conducted across multiple stakeholder groups, including the OGP Steering Committee. The revised IRM approach will be rolled out as part of OGP's three-year implementation plan and contribute to strengthen the partnership's universal platform.</p> <p>Decision point: Steering Committee endorsement of the IRM Refresh</p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Session outline and background information (page 26) 2. Final IRM Refresh proposal - for Steering Committee endorsement (page 27) |
| 16:45 | 15 | Coffee Break | |
| 17:00 | 30' | 2c - Local Strategy Implementation Plan Update | <p>Overview: This session will include a brief update on the implementation plan for the OGP Local Strategy and a discussion on the role of the Steering Committee in supporting implementation.</p> <p>Objective: in supporting implementation of the Local Strategy in 2020-21. The objective of the session is to identify specific actions the Steering Committee can collectively or individually take to support the following:</p> |

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| | | | <ul style="list-style-type: none"> • Promoting open local government and national-local collaboration through national OGP platforms • Identifying - and helping recruit - a strong pipeline of potential members for the OGP Local cohort and supporting them upon entry into the program • Contributing to knowledge and learning resources and activities • Positioning OGP Local in other global fora and networks <p><i>This session is non-decisional</i></p> <p><i>Reference materials:</i></p> <ol style="list-style-type: none"> 1. Session outline and background information (page 35) <p><i>Materials attached separately:</i></p> <ol style="list-style-type: none"> 2. OGP Local Implementation Plan - main background reading for this session 3. OGP Local Strategy - for information only 4. Summary of Feedback and Responses - for information only |
| 17:45 | 165' | <p><i>Steering Committee Reception:</i></p> <p><i>Strengthening Democracy through Open Government</i></p> | <p>A two-part event hosted by Transparency International, Open Knowledge Foundation, Lobby Control, and OGP. The start of the event will feature interventions from German government and civil society as well as the OGP's steering committee and will highlight the range of Open Government initiatives in Germany.</p> <p>An informal reception will follow at 19:00 and include drinks and appetizers. It is an opportunity for Steering Committee members to interact with German CSOs and other locally based organizations and partners, as well as funders.</p> <p><i>Attendance is highly encouraged.</i></p> <p><i>Location:</i> Landesvertretung Sachsen Anhalt (Luisenstraße 18, 10117 Berlin, Germany)</p> |

Wednesday February 26

| Time | Mins | Title | Description |
|---|------|--|---|
| Session 3: Advancing Thematic Leadership | | | |
| 09:00 | 45' | 3a - Overview of Thematic Progress & Leaders Network | <p>Overview: This session will present a brief data-informed overview of the state of play of policy areas in OGP. It will also highlight Steering Committee priorities and their role in the 3YP.</p> <p>This session will also include a presentation of the final version of the Leader's Network concept which will be tabled for Steering Committee sign-off.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Discuss how the Steering Committee can support focus thematic areas and identify which area will each member lead. • Provide an update on how different themes are performing across OGP • Share where the Steering Committee members are making progress on using OGP to advance thematic reform, and where they are interested to lead conversations within the SC <p>SC members will be invited to make very brief (1-2 minutes) interventions to share examples of concrete events or initiatives they may be undertaking to advance thematic leadership in OGP.</p> <p>Decision point: Steering Committee endorsement of the Leader's Network.</p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. OGP Vital Signs: 2019 (page 16) 2. Session outline (page 36) 3. Leaders Network concept note (page 37) |
| 09:45 | 90' | 3b - Focus Theme: Digital Governance | <p>Overview: Interactive roundtable to discuss the digital governance reform agenda, and to identify concrete ways for the Steering Committee to engage and support this emerging focus policy area in OGP.</p> <p>Objectives:</p> |

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| | | | <ul style="list-style-type: none"> • Highlight key issues pertaining to governance of digital technologies and policy solutions that governments around the world are undertaking to protect against misuse. • Identify specific issues under the broader digital governance umbrella where OGP could add value to the ongoing reforms dialogue. • Identify activities that SC members could undertake - individually and collectively - to promote digital governance-related reforms at the global and country level. <p>Guiding questions:</p> <ul style="list-style-type: none"> • What specific initiatives are OGP Steering Committee governments and civil society leaders undertaking related to governance of digital technologies? • What are some concrete ideas that the OGP SU can help advance, accountability of automated decision-making and online civic space? • What are some upcoming regional or global forums that SC governments will be leading or participating in? <p><i>This session is non-decisional</i></p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Session outline and guiding questions (page 46) 2. OGP Strategy Input Paper on digital governance - main guiding document for this session (attached separately) |
| 11:15 | 15' | Coffee Break | |
| 11:30 | 90' | 3c - Focus Theme: Civic Space | <p>Overview: This discussion will focus on identifying concrete initiatives to strengthen civic space, that could be supported by OGP and members of the Steering Committee. The discussion will be opened by external speakers who will share examples of initiatives that are being taken by governments and civil society.</p> <p>Objectives:</p> |

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| | | | <ul style="list-style-type: none"> Identify specific ways that the Steering Committee can individually and collectively support and complement existing initiatives on civic space undertaken by OGP and strategic partners, including at key events throughout the year. Discuss what other concrete initiatives can OGP initiate under the 3YP to strengthen civic space across the Partnership. <p>Guiding questions:</p> <ul style="list-style-type: none"> At the country level - what are some efforts to strengthen civic space that SC members may be currently leading or on involved in including commitments in their OGP action plans, engagement in cross-country initiatives, hosting regional/sub-regional dialogue on the topic, etc? At the global level - what are some ways that the Steering Committee can collectively strengthen OGP's positioning on civic space? What concrete activities should the OGP Support Unit undertake over the next three years to support civic space strengthening? <p><i>This session is non-decisional</i></p> <p>Reference materials:</p> <ol style="list-style-type: none"> Session outline and guiding questions (page 47) OGP Global Report modules on civic space (links): <ol style="list-style-type: none"> OGP Global Report: Freedom of Association OGP Global Report: Freedom of Assembly OGP Global Report: Defending Activists and Journalists |
| 13:00 | 75' | Lunch & Teambuilding | |
| Session 4: Advancing Global Leadership | | | |

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| 14:15 | 30' | 4a - Global Context | <p>Overview: The session will bring together the various elements of global leadership and communications and present how these efforts can help impact reforms at the country level through OGP action plans. The Support Unit will present how the <i>Break the Roles</i> campaign integrated these elements to reach its goal of increasing the number of OGP members taking action on gender and inclusion, as well as to provide an update on gender and inclusion activities moving forward. The Steering Committee will then be divided into three brainstorm breakout groups as presented below.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Present an overview of global level priorities outlined in the 3YP. • Discuss how the Steering Committee can support these priorities. • Provide an update on feminist open government and the Break the Roles campaign <p><i>This session is non-decisional</i></p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Session outline and guiding questions (page 49) |
| 14:45 | 60' | 4b - Brainstorm Sessions - Towards OGP @ 10 (breakout sessions) | <p>1. Creating the OGP @ 10 Rally Cry for the Community</p> <ul style="list-style-type: none"> • How do we create a forward-looking campaign that acknowledges success and challenges ahead? • What are the shared values we need to prioritize? • What should be the tone, look and feel of the 10th Anniversary? (e.g. What image or photo best reflects what we are after) <p><i>Reference materials: Break the Roles Review (page 51)</i></p> <p>2. The Road to the 10th Anniversary Summit</p> <ul style="list-style-type: none"> • How can we begin involving the community in preparation for the next OGP Global Summit starting in 2020? • What components are needed to use the next OGP Global Summit as a tool to rebuild global political momentum for OG/OGP? |



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| | | | <ul style="list-style-type: none"> Who are some suggested high-level influencers we can approach for keynotes? <p><i>Reference materials: 2-page summary of draft OGP events evaluation (page 54)</i></p> <p>3. Strengthening the Rules of the Game for OGP @ 10</p> <ul style="list-style-type: none"> What changes to the action plan cycle can we deliver by the end of the year to make it more flexible and allow for more ambition? How can we improve the way in which the participation and co-creation standards are presented, framed and assessed to foster true co-creation processes in the tenth year of the partnership? Are there any other rules of the game that can be looked at in 2020? Are there any tradeoffs? <p><i>Reference materials: 2-pager on 2020 Rules of the Game components of the C&S work plan (page 57)</i></p> <p><i>These breakouts are non-decisional</i></p> |
| 15:45 | 15' | Coffee Break | |
| Session 5: Country Level Leadership | | | |
| 16:00 | 30' | 5a - Focus Countries Context | <p>Overview: This session will provide an overview of support and core services provided to all OGP stakeholders - government, civil society and others - to enable them to leverage OGP's universal platform to domestically - and internationally - advance their open government goals. It will also introduce our approach to more targeted, advanced support to reformers where there is a clear political, thematic or strategic opportunity to advance the open government agenda or accelerate ambitious reforms in countries that we will bring additional focus to during the 3YP period. The discussion in plenary will then shift towards how Steering Committee members can lead by example in their own countries as well as support others.</p> |

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| | | | <p>Objective: Discuss how each Steering Committee members can lead by example in their own country and how they can support other countries.</p> <p>This session is non-decisional</p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Session outline and guiding questions (page 58) |
| 16:30 | 60' | 5b - Regional Huddles | <p>Overview: The group will be divided into four regional breakouts to discuss challenges and opportunities in each region, focusing on concrete actions that the Steering Committee can take to collectively, and individually, support countries in each region.</p> <p>Following the breakout discussions, the group will come back together to share key highlights from their discussions.</p> <p>During this block the Steering Committee will also discuss and the selection of a new OGP Trust Fund council member.</p> <p>Guiding questions:</p> <ul style="list-style-type: none"> • Opportunities for Collaboration: What are some opportunities for collaboration within the region? (e.g. bilateral, multilateral, and events) • Countries Under Review or Undergoing Political Transitions: What support can the Steering Committee provide to countries under review in each region? What support can the Steering Committee provide to countries that have recently undergone or will be undergoing political transitions to ensure continuity of OGP? • Future Leadership: Who are some possible leaders who could be recruited for the Steering Committee (government and civil society) <p>This session is non-decisional</p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Session outline and guiding questions (page 58) 2. 3YP, Strategic Approaches: Countries (page 19 of the 3YP document (attached separately) 3. Update on 2020 C&S cases (for reference only) (page 19 of this packet) |



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| | ↓ 60' | | |
| 18:30 | 120' | Steering Committee Evening Gathering | <p>Social event for the Steering Committee hosted by Robin Hodess. Robin would like to welcome all SC members at her home for drinks and snacks this evening.</p> <p>Attendance is highly encouraged.</p> <p>Location: Home of Robin Hodess (Wielandstr. 16 10629 Berlin [Floor 3])</p> |

Thursday February 27

| Time | Mins | Title | Description |
|-------|------|--------------------------------|--|
| 08:00 | 180' | Visit to Stasi Records Archive | <p>A special tour of the Stasi Records Archive is being arranged for Steering Committee Members. The program will include an exhibition tour, a look inside the actual archive, and a brief presentation (including their efforts on publishing records, and international collaboration). Please note the following logistics:</p> <ul style="list-style-type: none"> 8:00 shuttle pick up at the Hotel NH Collection Berlin Mitte Friedrichstrasse, drop off at Stasi Records Archive 8:30-10:00 Stasi Records Archive tour 10:00 shuttle pick up at Stasi Records Archives, drop off at the Foreign Office <p>Attendance is highly encouraged.</p> <p><i>If you are unable to attend the tour, please arrive at the Foreign Office no later than 10:30.</i></p> |

Session 6: Knowledge and Research

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| 11:00 | 30' | 6a - Research Context | <p>Overview: The Support Unit will open this session with an overview of OGP's research and analysis approach for 2020-22. This session will also include a refresher on the OGP Global Report and the use-case feedback the Support Unit has received regarding OGP's research agenda and products, followed by a space for questions from the Steering Committee. The Steering Committee</p> |
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| | | | <p>will then be divided into breakout groups to have in-depth discussions on three major categories of OGP research as outlined below.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Share information on the major research areas of work for OGP over the next three years. • Get Steering Committee feedback on these activities and input on how to maximize their usefulness and usability <p><i>This session is non-decisional</i></p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Session outline and guiding questions (page 60) 2. OGP 2020-2022 Research Approach (page 62) |
| 11:30 | 60' | 6b - Research Breakouts | <p>The following three breakout discussions will happen in parallel. Please review the proposed areas of discussion to identify which session you would like to participate in:</p> <p>1. OGP Vital Signs: Data-driven research to identify where OGP's strengths and weaknesses are, tracking progress on key results indicators and attempting to explain drivers of success and failure.</p> <p>Guiding questions:</p> <ul style="list-style-type: none"> • What is your most important question about OGP? • What is your hypothesis? • What information would convince you that your hypothesis is wrong? <p><i>Reference materials: page 63 in this packet</i></p> <p>2. Policy Area Research: Overview of three focus areas aligned with the 3YP identified for data collection, analysis, and recommendations: Justice; Political integrity; Digital governance.</p> <p>Guiding questions:</p> <ul style="list-style-type: none"> • What format works best in your experience? (Modular? Thematic clustering? Omnibus?) • What content should be in a global report? • Who needs to be part of the discussion? <p><i>Reference materials: page 64 in this packet</i></p> |



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| | | | <p>3. Open Gov Results: Overview of the proposed Skeptics Guide 2.0 around the results and impact of open government.</p> <p>Guiding questions:</p> <ul style="list-style-type: none"> • What policies and topics are most important to you? • What methods help you best make your case in your job? • What formats work for you? <p><i>Reference materials: page 66 in this packet</i></p> <p><i>These breakouts are non-decisional</i></p> |
| 12:30 | 75' | Lunch & Teambuilding | |
| Session 7: 3YP, Budget and Board | | | |
| 13:45 | 30' | 7a - Summary 3YP + Budget Presentation | <p>Overview: This session will provide a top-line summary of the 3YP strategic areas discussed in the previous days and present the budget to support the implementation of these activities for Steering Committee sign-off. The SC-endorsed budget will then be sent to the Board for final review and approval.</p> <p>Decision points:</p> <ol style="list-style-type: none"> 1. Steering Committee endorsement of the 3YP 2. Steering Committee sign-off on the budget proposal to be sent to the Board for final approval. <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Session Outline (page 67) 2. 3YP Feedback Synthesis (page 68) 3. 2020 Budget and Memorandum (page 71) 4. Final 3YP Document - for Steering Committee endorsement (attached separately) |
| 14:15 | 60' | 7b - Joint Board-SC | <p>Overview: The Chair of the Board will provide an update on the most recent and upcoming activities of the Board.</p> |

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| | | | <p>In addition, this session will allow for reflection on how the working relationship is going between the Steering Committee and the Board.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Share information with the Steering Committee about the Board's activities. • Identify areas where the Board and Steering Committee are working well together, and where there are areas for improvement. • Collect ideas for strengthening the relationship between the Board and the Steering Committee in future. <p><i>This session is non-decisional</i></p> <p>Reference materials:</p> <ol style="list-style-type: none"> 1. Session outline and guiding questions - read this first (page 77) 2. Memorandum of Understanding between the Board and the Steering Committee & Chart of Board Responsibilities (attached separately) |
| 15:15 | <i>Steering Committee Meeting Adjourned</i> | | |
| 15:30 | 180' | OGP Board of Directors Meeting | <p>Meeting of the OGP Board of Directors</p> <p><i>Just for reference; no Steering Committee attendance needed.</i></p> |

Friday February 28

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|-------|------|--|--|
| 08:30 | 480' | <i>Retreat of the Civil Society Members of the Steering Committee</i> | |
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OGP Insights from 2019¹

Updated 5 December 2019. Update to be shared ahead of Berlin SC meeting

Summary

Commitments: Commitment results in 2019 did not differ much from previous years. The rate of ambitious commitments dipped, but not significantly.

Process: Citizen involvement in OGP processes continues to improve. The number of action plans developed in collaboration with citizens reached its highest mark yet.

Policy Areas: Beneficial ownership and gender are two of the fastest growing areas of emphasis in OGP commitments. Commitments related to extractive industries and fiscal openness continue to produce strong results.

Commitments

2016-2018 Action Plans²

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| Number of starred commitments per plan: 1 | <i>Action plans averaged 5% stars. This is a slight drop from previous cycles, although the drop is not statistically significant.³</i> |
| Percentage of completed⁴ commitments per plan: 63% | <i>About two-thirds of commitments are at least mostly completed by the end of the action plan. This has remained largely constant over the last three action plan cycles.</i> |
| Number of strong early results⁵ per plan: 3 | <i>About 1 in 6 commitments (17%) achieve significant changes in government openness. This has remained largely constant over the last three action plan cycles.</i> |

2017-2019 and 2018-2020 Action Plans⁶

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| Percentage of potentially transformative commitments per plan: 10% | <i>About 1 in 10 commitments have transformative potential impact. This is a slight drop from previous cycles, although the drop is not statistically significant.</i> |
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¹ All of the data in this document is based on IRM reports published in calendar year 2019.

² Based on 2019 IRM End-of-Term Reports

³ The 2016-18 AP cycle underperformed compared to the 2015-17 cycle, but performed about the same as the 2014-16 cycle (which is a better group for comparison).

⁴ Includes substantially and fully complete commitments

⁵ Includes commitments that resulted in “major” or “outstanding” improvements to open government

⁶ Based on 2019 IRM Design Reports

OGP Process

2017-2019 and 2018-2020 Action Plans⁷

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| Percentage of plans that involved⁸ citizens during development: 86% | <i>The majority of OGP members enabled the public to provide inputs and gave feedback on how those inputs were considered. This continues a significant and steady increase over time.</i> |
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Policy Areas

2016-2018 Action Plans⁹

Policy areas with the highest rate of early results¹⁰:

1. Public participation in budget/fiscal policy
2. Human rights
3. Oversight of budget/fiscal policies
4. Extractive industries
5. Water & sanitation

2019-2021 Action Plans

Most popular policy areas:

1. Open data
2. Subnational open government
3. Public service delivery
4. Marginalized communities
5. Sustainable development goals

Fastest growing policy areas:

1. Beneficial ownership
2. Land & spatial planning
3. Health open data
4. Gender
5. Marginalized communities

⁷ Based on 2019 IRM Design Reports

⁸ According to the IAP2 spectrum adapted for the purpose of the IRM, “involve” means that the government created opportunities for the public to provide inputs during action plan development **and** gave feedback on how those inputs were considered.

⁹ Based on 2019 IRM End-of-Term Reports

¹⁰ With at least 10 commitments assessed for early results

Session 2a: Criteria and Standards

Session Outline

Overview

This session will open with the Criteria and Standards (C&S) Subcommittee Co-Chairs providing a brief update on countries that acted contrary to OGP process and those that are now under Procedural Review to provide an early warning to the Steering Committee of possible future inactivity cases. The Steering Committee will have a chance to discuss in depth the support that it can provide to these countries during session 5B “Regional Huddles”.

The C&S chairs will then table two inactivity recommendations for Jamaica and Pakistan due to acting contrary to process for three consecutive cycles. **The Steering Committee will be asked to approve the inactivity resolutions which are attached for your review.**

Decision points

1. Steering Committee endorsement of the inactivity resolution for Jamaica
2. Steering Committee endorsement of the inactivity resolution for Pakistan

Background & Reference Materials

The C&S Subcommittee oversees the Procedural Review mechanism established to ensure that all participating members act in accordance with the OGP process. As per the OGP Articles of Governance, a country is considered to have acted contrary to process when at least one of the following actions takes place:

1. **Action Plan Delivery:** The country does not publish an Action Plan within 4 months of the due date (by December 31).
2. **Public Participation Standard:** The government does not meet the International Association for Public Participation (IAP2) “Involve” requirement during development or “Inform” during implementation of the Action Plan as assessed by the IRM.
3. **Online Repository:** The government fails to collect, publish and document a repository on the national OGP website/webpage in line with IRM guidance.
4. **Commitment Implementation:** The IRM Report establishes that there was no progress made on implementing any of the commitments in the country’s Action Plan.

Countries that act contrary to process for two consecutive cycles will be automatically placed under Procedural Review. This review process involves providing enhanced support by the C&S Subcommittee, the OGP Support Unit and the OGP Steering Committee in order to try to resolve the issues that have led to the Procedural Review.

If a country under Procedural Review fails, within a reasonable time, to make substantial progress on resolving the problems that led to it being found to be acting contrary to process, the C&S Subcommittee may recommend that the country be designated “inactive” in OGP by resolution of the Steering Committee.

Reference materials

1. Update on 2020 C&S cases (for reference only) (page 19)
2. Inactivity resolution for Jamaica - **for Steering Committee approval** (page 24)
3. Inactivity resolution for Pakistan - **for Steering Committee approval** (page 25)

2020 Criteria and Standards Cases

A Briefing Update for the Steering Committee

I. Countries no longer under review

The following countries were placed under review in 2019 (failed to deliver an action plan within four months of the deadline). In order to conclude the review process, these countries were required to submit their action plans for the 2019-2021 cycle. Having met this requirement, they have no longer been considered under review since the action plan delivery date:

1. [Bosnia and Herzegovina](#)
2. [Luxembourg](#)
3. [United States](#)

II. Countries that acted contrary to process for the 2019-2021 cycle

- A. **Delayed Action Plan Delivery:** The following 13 governments acted contrary to OGP process due to failing to submit an action plan by 31 December 2019, four months after the official deadline of 31 August 2019. These governments have been shifted from the “odd-year” to the “even-year” cohort of OGP participants and considered to have started a new action plan cycle with a deadline of August 31, 2020 to submit their action plan.

- | | | |
|-------------|-------------|------------------|
| 1. Bulgaria | 6. Jamaica | 11. Senegal |
| 2. Colombia | 7. Liberia | 12. South Africa |
| 3. Ghana | 8. Malawi | 13. Spain |
| 4. Ireland | 9. Pakistan | |
| 5. Israel | 10. Panama | |

- B. **Public Participation Standards:** The following country has acted contrary to process due to failure to meet the International Association for Public Participation (IAP2) “Involve” requirement during development of an action plan. **Note:** Additional cases are expected as the IRM finalizes more reports:

1. Malta

III. Countries placed under Procedural Review:

The following countries have **acted contrary to OGP process for two consecutive action plan cycles** and therefore have been placed under Procedural Review. This review process involves providing enhanced support by the C&S, the OGP Support Unit and the OGP Steering Committee in order to try to resolve the issues that have caused this occurrence.

- A. **Bulgaria** did not deliver an action plan by December 31, 2018, four months after the deadline, and thus acting contrary to OGP process. Following the departure of the Minister leading OGP in Bulgaria from the government, the action plan was put on hold until a new Minister was appointed in June 2019. However, the action plan was not delivered by the end of that year, meaning that Bulgaria acted contrary to the OGP process for a second and consecutive cycle.
- B. **Ghana** has been placed under Procedural Review for delaying the submission of their action plan for two consecutive cycles (2017-2019 and 2019-2021). This delay was caused

in part due to the disintegration of its multi-stakeholder platform. Following the transfer of the OGP portfolio to a new sub-ministry under the Minister of State Office, the new Minister is now broadening involvement of more government agencies and encouraging stronger participation. After these encouraging signs, OGP gave a small mini grant to the Ghana Integrity Initiative to help reconstitute the National Steering Committee and host multi-stakeholder engagements. OGP has also facilitated a learning exchange with counterparts in Kenya. Ghana is expected to submit a strong fourth national action plan by August 2020

- C. **Ireland** has been placed under Procedural Review for delaying the submission of their action plan for two consecutive cycles (2018-2020 and 2019-2021). The delays are due in large part to inability to get high-level sign-off of an updated co-creation process developed and backed by civil society and the working-level PoC. The Support Unit provided a mini grant to civil society in 2019 to reorganize itself and prepare a solid co-creation process, resulting in the founding of the Open Government Association of Ireland (OGAI). However, the high-level engagement was still missing. In anticipation of the call for early elections, the government wants to wait for new political leadership to continue with the OGP process. Ireland had early elections on February 8th, 2020, with a three-way tie and without a clear majority for either leading party, possibly precipitating months of coalition talks to form a new government.
- D. **Israel** acted contrary to process for the first time by missing the deadline to submit an action plan in 2017. Between December 2018 and early 2019, the government changed its government POC three times and in July 2018, the Minister leading OGP resigned. No new Minister has been appointed since. Additionally, the results of the parliamentary elections of April and September 2019 did not yield to a coalition to form the Government and delayed work on the development of a new action plan. Israel did not submit an action plan by the end of 2019 and has thus acted contrary to the OGP process for the second consecutive cycle, and therefore placed under Procedural Review. A new POC was appointed in December 2019 and new parliamentary elections are planned for March 2.
- E. **Malawi** was due to submit its second action plan in 2019 after failing to submit its action plan in 2018. After missing the December 31 2019 deadline, the OGP Support Unit reached out to the government and was informed that there is a draft action plan in place pending approval. Although the final draft was to be submitted in January 2020, the Support Unit has not yet received it despite repeated efforts to reach the PoC. In addition, Malawi's 2019 presidential elections were nullified in February 2020 and new elections have been ordered. As the Office of the President leads on OGP, this will undoubtedly have implications for the office's ability to finalize and submit the action plan soon
- F. **Malta** delayed submitting an action plan in 2017 due to a snap election, and shifted cohorts to the 2018-2020 cycle, acting contrary to process for the first time. The IRM design report for the 2018-2020 action plan found that the government did not reach the level of 'involve' during the consultation process, therefore acting contrary to process for a second consecutive cycle. The country is due to begin the co-creation process for the 2020-2022 action plan. However, the points of contact in the Ministry of European Affairs

and Equality have not been responsive to the OGP Support Unit since public protests erupted in late 2019.

- G. **South Africa** was due to submit their fourth national action plan in 2018 but the government requested to delay the submission of the action plan to 2019. This represented the first time acting contrary to process. General election in 2019 caused a delay in the submission of its action plan by the December 31, 2019 deadline, and therefore acting for a second consecutive cycle, and now being placed under Procedural Review.

IV. Response Policy cases

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](#)). This maintains OGP's credibility and safeguards its long-term future by helping to ensure that all participating members uphold OGP values and principles, as expressed in the [Open Government Declaration](#) (which all countries endorse when joining OGP) and the Articles of Governance. There is currently one active Response Policy case:

- A. **Azerbaijan** (suspended): On 2 March 2015, three civil society organizations (CSOs) addressed a [Letter of Concern](#) to OGP's Steering Committee, addressing several issues pertaining to the operating environment for civil society in Azerbaijan, and how these issues affected CSO's ability to engage effectively in the OGP process. Through an exhaustive review, the concerns were found to have merit, and following this process, the Steering Committee resolved to designate Azerbaijan as inactive in OGP on [4, May 2016](#).

At its December 2018 meeting, the Steering Committee resolved to extend the suspended status of Azerbaijan for a full action plan cycle pending the timely completion of specific milestones. Failure to achieve said milestones outlined in the [resolution](#) would automatically result in the finalization of the Response Policy review, making Azerbaijan's suspension from OGP permanent

The Government of Azerbaijan adhered to the established timeline and milestones for 2019, outlined in the Steering Committee resolution. In December 2019, the government submitted an action plan in Azerbaijani, in order to comply with the final milestone requirement for 2019. The government Point of Contact indicated that given changes to a number of key government positions and the dissolution of the parliament in December 2019, and legislative elections in February 2020, the plan still needs to be subject to approvals within the government and additional consultation with civil society. The action plan will then be resubmitted to OGP, in line with the procedures set out by OGP for all members to update submitted action plans. The Independent Reporting Mechanism (IRM) will review and assess the scope of the commitments outlined in the action plan, as is the case for all other OGP participants. Once the IRM assessment is concluded (expected at the end of 2021), inputs from the report will be considered by C&S to assess whether the plan adequately addresses the requirements of the resolution and review Azerbaijan's participation status. Azerbaijan will continue to remain suspended in OGP until its participation status is reviewed.

V. Inactivity Cases – for decision at the February 2020 SC meeting

As outlined in the Procedural Review policy, if a country which is under Procedural Review fails, within a reasonable time, to make substantial progress on resolving the problems that led to it being found to be acting contrary to process, the C&S Subcommittee may recommend that the country be designated “inactive” in OGP by resolution of the Steering Committee.

The following countries have now acted contrary to OGP process for three consecutive action plan cycles. In both cases, they failed to deliver action plans since 2016. The C&S Subcommittee received periodic updates from the Support Unit throughout the review process and decided at its [12 December 2019](#) meeting to recommend that both governments be designated as inactive. The Steering Committee will review and make a decision on their participation status at its working-level meeting taking place on February 25-27 in Berlin.

- A. **Jamaica** joined OGP in 2016, however, to date it has failed to co-create its first OGP action plan. The Government of Jamaica has been under Procedural Review by the C&S Subcommittee since early 2019 for failing to deliver an action plan for two consecutive action plan cycles (2017 and 2018). Jamaica also failed to deliver an action plan in 2019.

The SU conducted a visit in May 2019 to engage with different stakeholders, which included hosting a workshop to activate civil society held on May 9th. A civil society coalition is emerging with leadership from Slashroots, Jamaicans for Justice, and the Jamaican Environmental Trust. Although civil society signaled its intent to develop an action plan, capacity constraints in the current ministry continued to pose a challenge for the government to engage in the OGP process. Jamaica has been a priority country in the Caribbean and one of the few OGP members in the region. The OGP Support Unit sent a [letter](#) to the Government of Jamaica informing that if it fails to deliver an action plan by 31 December 2019, C&S will recommend to the full Steering Committee that Jamaica be placed on inactive status in 2020.

After receiving this letter, the Minister of Finance and the Public Service, Nigel Clarke, notified OGP its intention to re-engage in the co-creation of its first action plan. Given the high-level outreach, the OGP Support Unit -in coordination with the C&S Chairs- informed the Government of Jamaica that to avoid being designated as inactive, it would be necessary to develop a roadmap by February 20, 2020 with clear and concrete milestones to produce Jamaica’s first OGP action plan. As a part of this roadmap, the Ministerial POC will have a meeting with CSOs on February 7. It was also notified that failure to deliver an OGP action plan by December 31, 2020, will automatically result in Jamaica being designated inactive in OGP.

Unless this roadmap is received by the established deadline, the C&S will proceed to table the inactivity resolution at the Berlin meeting.

- B. **Pakistan** joined OGP in December 2016, however, to date it has failed to co-create its first OGP action plan. The Government of Pakistan has been under Procedural Review by the C&S Subcommittee since early 2019 for failing to deliver an action plan for two consecutive action plan cycles (2017 and 2018). In addition, it also failed to deliver an action plan in 2019. The OGP Support Unit sent a letter informing the Government of Pakistan, that if it fails to deliver an action plan by 31 December 2019, C&S will

recommend to the full Steering Committee that Pakistan be placed on inactive status in 2020.

Currently, there is a draft of the action plan developed in 2017 through a consultation process coordinated by the Ministry of Finance as the lead ministry for OGP. However, the administration change that occurred in 2018 has delayed the delivery of the action plan. Since the transition, the OGP Support Unit has reached out several times directly to Ministers and senior officials in the new government, and indirectly through in-country partners and civil society organizations. In April 2019, the Support Unit met with Pakistan's Ambassador to the United States, and the Finance Minister, and also communicated with a Senior Advisor to the Prime Minister, encouraging them to resume the process for finalizing their action plan. In the lead up to the OGP Global Summit in Canada, Global Affairs Canada and DFID also approached the government to attend the OGP Summit and restart the process. At the Paris Peace Forum in November 2019, the OGP Support Unit also met with subnational leaders from the provincial government of Khyber Pakhtunkhwa who offered to follow up with the national government.



Resolution of the OGP Steering Committee Regarding the Status of the Government of Jamaica's Participation in OGP

--Draft for OGP Steering Committee Endorsement--
25 February 2020

The OGP Steering Committee welcomes Jamaica's participation in the Open Government Partnership (OGP) since 2016, and acknowledges the recent high-level commitment expressed by the government to remain engaged in OGP despite the capacity constraints it had faced to develop the country's first action plan.

However, considering that the Government of Jamaica has acted contrary to the OGP process by not delivering an action plan for three consecutive cycles (2017, 2018, 2019), **the OGP Steering Committee, under the provisions set out in the OGP Articles of Governance, hereby resolves to designate the Government of Jamaica as inactive in OGP.**

For countries placed on inactive status by decision of the OGP Steering Committee after acting contrary to the OGP process, the inactive status lasts up to a maximum of one year, or:

- Until the country publishes an action plan, developed in line with OGP Participation and Co-Creation Standards, or
- The country works with the Criteria and Standards Subcommittee and the OGP Support Unit to set a clear timeline to start a new action plan cycle and re-engage with civil society for producing the new action plan.

This inactivity status will be immediately lifted upon the submission of an OGP action plan. The OGP Steering Committee further agrees to offer all the necessary support in order to help Jamaica remain engaged in the Partnership.

If, however, a country remains on inactive status for a year without communicating to the OGP Support Unit that it wants to continue to participate in OGP, the Criteria and Standards Subcommittee will recommend that the OGP Steering Committee instructs the OGP Support Unit to remove such country from the list of participating countries.

In addition, the following inactivity conditions apply:

- While inactive, Jamaica will continue to receive Steering Committee and Support Unit assistance, and the IRM will assess its future action plan.
- While inactive, Jamaica will not be eligible to vote or run in Steering Committee elections, and may only attend OGP events as observers for learning purposes.
- While inactive, Jamaica's inactivity will be noted on the OGP website and public information materials, where appropriate (e.g., in a list of participating OGP countries).
- Any country, whether on active or inactive status, may at any time decide itself to withdraw from OGP.

END RESOLUTION

Resolution of the OGP Steering Committee Regarding the Status of the Government of Pakistan's Participation in OGP

--Draft for OGP Steering Committee Review--
25 February 2020

The OGP Steering Committee welcomes Pakistan's participation in the Open Government Partnership (OGP) since 2016, and recognizes the efforts made to develop a draft OGP action plan in 2017. The OGP Steering Committee further acknowledges the potential delays to the OGP process caused by the political transition in 2018.

However, considering that the Government of Pakistan has acted contrary to the OGP process by not delivering an action plan for three consecutive cycles (2017, 2018, 2019), **the OGP Steering Committee, under the provisions set out in the Articles of Governance, hereby resolves to designate the Government of Pakistan as inactive in OGP.**

For countries placed on inactive status by decision of the OGP Steering Committee after acting contrary to the OGP process, the inactive status lasts up to a maximum of one year, or:

- Until the country publishes an action plan, developed in line with OGP Participation and Co-Creation Standards, or
- The country works with the Criteria and Standards Subcommittee and the OGP Support Unit to set a clear timeline to start a new action plan cycle and re-engage with civil society for producing the new action plan.

This inactivity status will be immediately lifted upon the submission of an OGP action plan. The OGP Steering Committee further agrees to offer all the necessary support in order to help Pakistan remain engaged in the Partnership.

If, however, a country remains on inactive status for a year without communicating to the OGP Support Unit that it wants to continue to participate in OGP, the Criteria and Standards Subcommittee will recommend that the OGP Steering Committee instructs the OGP Support Unit to remove such country from the list of participating countries.

In addition, the following inactivity conditions apply:

- While inactive, Pakistan will continue to receive Steering Committee and Support Unit assistance, and the IRM will assess its future action plan.
- While inactive, Pakistan will not be eligible to vote or run in Steering Committee elections, and may only attend OGP events as observers for learning purposes.
- While inactive, Pakistan's inactivity will be noted on the OGP website and public information materials, where appropriate (e.g., in a list of participating OGP countries).
- Any country, whether in active or inactive status, may at any time decide itself to withdraw from OGP.

END RESOLUTION

Session 2b: IRM Refresh

Session Outline

Overview

The IRM will present the results of the IRM Refresh process. This session will review the overarching changes proposed to the IRM to ensure it addresses the issues of timeliness, uptake and efficiency that prompted the refresh process. The IRM Refresh proposal is simplified, fit for purpose, results oriented and focused on prioritization. The proposal was shaped by consultations conducted with multiple stakeholder groups, including the OGP Steering Committee. The revised IRM approach is aligned with OGP's three-year implementation plan and contribute the strengthening of the Partnership's universal platform through:

- Collection and production of data that informs and enables learning when country level reflection is needed.
- Stronger and more strategic contributions from the IRM team to regional and country discussions.
- Effective opportunities to align the data the IRM collects in its research process with broader research agendas.
- Assurance of an independent voice to enable accountability and ensure the Partnership's credibility.

Decision point

1. Steering Committee endorsement of the IRM Refresh

Reference material(s)

1. Final IRM Refresh proposal - **for Steering Committee endorsement** (page 27)

IRM Refresh

Final Proposal for Steering Committee Endorsement 25 February 2020

Summary

Over the past year the IRM gathered feedback from OGP stakeholders to design a new IRM approach. The IRM Refresh aims to increase uptake and impact of IRM data, findings and recommendations in OGP.

The main issues the IRM Refresh needed to address were timely delivery of IRM findings, uptake of IRM recommendations, outreach to share IRM findings and efficiency of the mechanism.

This proposal leverages foundational elements of the IRM such as its credibility, its independence, and its evidence-driven methodology, overseen by the International Experts Panel (IEP).

The IRM Refresh builds on the feedback received through the following IRM Refresh consultations in 2019:

- **March:** IEP/IRM meeting in Berlin
- **May:** OGP Global Summit in Ottawa
 - two sessions: one with IRM researchers and one with government POCs
- **July:** IRM Refresh Survey
- **September:** IRM Refresh session at Steering Committee Governance and Leadership retreat in Buenos Aires
- **October:** IRM Refresh Design Workshop in Brussels
- **October:** IRM session at OGP staff retreat
- **December:** Proposal Design workshop with IRM staff and IEP members
- **December/ January 2020:** 1:1 calls with Steering Committee members

The changes would take effect moving forward for new action plans submitted in 2020. This means the first products of the refreshed IRM would be delivered in 2021 for 2020-2022 action plans.

Proposed renewed IRM approach

The revised IRM approach is a simplified, fit for purpose, results oriented and prioritized version of the IRM. In addition, an overarching change proposed is focusing more on the substance of action plans instead of the form. Although the IRM was identified as an essential source of evidence and a resource throughout the entire OGP process, the feedback received clearly pointed to three key moments where the IRM adds the most value:

1. During co-creation, particularly at the preparation stage before development of the action plan starts
2. Upon action plan submission
3. At the end of the action plan cycle

The proposed approach will break down IRM products to better align the way the IRM engages in the OGP process and provide input to the information needs and purpose it is serving. This will increase the IRM's ability to add value, increase the use of its findings and become more user-centered.

The table below summarizes need and purpose of the IRM at each of these three moments, as suggested by consultation feedback:

Table 1. Stakeholder information needs and purpose

| Moment in action plan cycle | Information Need | Purpose |
|------------------------------------|---|--|
| Before co-creation | <ul style="list-style-type: none"> • Recommendations on the co creation process • Recommendations on action plan, including commitment design • Lessons from previous action plans | <ul style="list-style-type: none"> – Improve the co creation process – Improve the quality and ambition of commitments – Inform in-country learning and reflection on open government journey |
| Action plan submission | <ul style="list-style-type: none"> • Assessment of the quality of the action plan/commitments • Identification of ambitious or promising reforms/policy areas or commitments • Reflections on the shortcomings of the action plan/potential improvements | <ul style="list-style-type: none"> – Identify promising commitments or policy areas. May include, clusters of commitments that together could be transformative – Provide recommendations on promising policy areas/commitments/reforms to inform implementation – Inform country support strategies, and OGP partners providing support during implementation – (Secondary) inform the IRM's internal research strategy/plan for each action plan |
| End of action plan cycle | <ul style="list-style-type: none"> • Status of commitments/action plan completion • Results from implementation - at the policy, reform or commitment level • Compliance with OGP rules | <ul style="list-style-type: none"> – Produce evidence-based analysis on the changes or results from promising reforms/policy areas or commitments in an action plan – Inform learning on how results/change happens and what are the enablers or constraints in implementing promising reforms – Enable and inform accountability in the Partnership |

Outline of the proposed IRM approach in practice:

1. IRM provides input to inform co-creation

Timing: Three months before the year of co creation. *Example: the IRM will provide OGP members with recommendations for co creation and backdrop of open government opportunities in the country between October - December of 2020 for action plans scheduled to be co-created in 2021.*

Audience: Governments/Multi-stakeholder forums. Secondary users include OGP country support team or OGP partners providing support during development of action plans.

Content:

- Provides an overview of open government opportunities in the country context.
- Provides recommendations on co creation and design of action plans.
- Maintains the IRM's neutral role and content is informed by:
 - Previously reviewed IRM findings and looks at the journey of action plans/commitments/ or policy areas across AP cycles.
 - Information that already exists by credible third-party sources.
 - Insights from country support visits to the country and country support staff feedback.
 - Other OGP knowledge products and learning tools such as the co-creation toolkit and Global Report.
 - IRM researchers input, where needed.

Product: two-pager brief

Quality control process:

- Led by and approval from IRM senior level staff.
- Written by IRM staff
- International Expert Panel (IEP) members consulted as needed for geographic/thematic expertise.

How is this different to the current IRM approach?

- Currently, the IRM does not have a product intended to inform the co creation process at this early stage. The IRM currently assumes that the findings from Design Reports will inform the next co creation process. However, Design Reports cover many elements of a single action plan attempting to serve both learning and compliance purposes, they average 50-70 pages and timing is still an issue since the production takes at least six months.
- The proposed co-creation brief is a two-pager, production time is estimated to be of 5 days (based on similar briefs prepared by IRM staff on an ad-hoc basis), brings in lessons from previous action plans and serves a learning purpose.

2. The IRM offers a review of the action plan

Timing: within four months of action plan submission. *Example: the IRM will deliver a technical review of an action plan submitted in December 2020 by April 2021.*

Audience: Governments/Multi-stakeholder forums. Secondary users include, OGP country support team or OGP partners providing implementation support.

Content:

- Main narrative to focus on:
 - IRM technical assessment on the design of commitments, the thematic or policy focus of action plan, highlight if it carries over commitments/reforms from previous action plans, indicate how commitments were included in the action plan (government led, civil society proposals, co-created), and overall quality of the action plan development process.
 - Highlight which are the promising policy areas/reforms or commitments that are most likely to lead to meaningful change. This is informed by the analysis of the elements in design variables.
 - What could be improved in the action plan? What are the shortcomings of the action plan?
 - Next steps - the IRM recommendations or insights to inform implementation and address findings from the technical review.
- While the IRM will continue to collect data on all commitments, the in-depth analysis on results will focus on promising policy areas/reforms or commitments identified in this initial review.
 - Note on key variables: The IRM will continue to assess the quality of action plans based on current design variables (verifiability, relevance and potential impact). However, consultation feedback suggested that “Relevance” and “Potential Impact” should be simplified and the IRM should offer better guidance on both. The IEP and IRM will work on clarifying how IRM measures these two variables during the first two months (March and April 2020) of the implementation phase of the IRM Refresh.

Product: Seven-page (max) synthesis paper

Quality control process:

- IRM staff writes, sends to IRM researcher (from the regional or sub regional pool) for feedback or additional input.
- Draft is sent to the IEP for review (may also include a broader pool of expert reviewers).
- IRM staff reconciles external expert reviewer feedback and IRM researcher feedback.
- IRM staff will engage MSF (or country specific stakeholders) and government POC for feedback and validation before the paper is finalized.

How is this different to the current IRM approach?

- Production of current IRM Design Reports is dependent on individual IRM researchers and begins after the final deadline for action plan submission in December. The IRM review will begin to be drafted upon real-time action plan submission, centralized on IRM staff and in a synthesis paper format. This approach will ensure delivery within 4 months of the action plan presentation, instead of nearly a year into the implementation of the action plan.
- Current IRM Design Reports include details on OGP process compliance and an assessment of the design of each commitment. The proposed IRM review will look at

action plan design at the policy or reform level. This means several commitments may add up to one reform or public policy. The IRM review will synthesize quality of action plan development and focus on aspects that can inform implementation, which is the immediate need for IRM findings and recommendations according to user feedback.

3. The IRM presents a report on action plan results_

Timing: research/writing process starts at 1yr action plan implementation mark, so it is delivered within 3-4 months after action plan ends. *Example: For 2020-2022 action plans, research/writing would start on July 30, 2021 and be delivered by December 2022.*

Audience: country stakeholder use and OGP community. Secondary users include the Analytics and Insights team in OGP or external researchers conducting broader open government research.

Content:

- On implementation:
 - Overview of commitment completion - completion will be verified by monitoring and assessing evidence available on government websites, repositories or any other sources during implementation.
 - Focus on results from implementation - primarily looking at the promising policy/reforms areas or commitments identified in the AP Review. The IRM will also look into any other results from completed commitments that signal significant change and results.
 - Research questions and analysis will look into how the change happened and the enabling factors or constraints to achieve results. This will contribute to better understanding of changes in the culture of government and the incremental changes that may be adding up to bigger reforms and results over time in OGP action plans.
- Reports on compliance with OGP Participation and Co-creation standards throughout the OGP action plan cycle.
- An annex will include previous IRM products or the IRM will consider an online option to see all products as one whole IRM review of the action plan.

Product: IRM assessment report

Quality control process:

- IRM will maintain a pool of “IRM Researchers”. The pool of researchers will allow the IRM to have a smaller, more manageable group of researchers (consultants) with regional, sub regional or thematic expertise. The IRM will vet and certify them to be ready to review or conduct research as needed.
- IRM staff will develop a research plan and engage country stakeholders to verify findings on an ongoing basis during implementation.
- Drafting and evidence verification will start at the end of the first year of implementation.
- IRM staff will coordinate with OGP Country Support team and country stakeholders check-in moments during implementation to validate preliminary findings, in-person or virtually. Note: during the transition time to the proposed IRM approach, this check-in moment will

be conducted in-person where opportunity allows and incrementally implement it across all countries.

- Draft is sent to the IEP for review (may also include a broader pool of expert reviewers).
- IRM staff will engage the MSF (or country specific stakeholders) and government POC for feedback on the final draft before it is finalized.

How is this different to the current IRM approach?

- Current IRM Implementation reports focus primarily on activities and completion. Some elements of results are discussed but not in depth. Much of the content is a descriptive narrative of implementation commitment by commitment. The proposed results report will build on completion but shift focus to results at the policy or reform level.
- The shift from form to substance will also mean that the IRM will no longer highlight commitments that may look good in promise, like “Star” commitments. Instead the IRM will highlight results.
- Current IRM implementation reports begin production once the two-year implementation period ends. The production of this result report will begin at the one-year mark and the IRM will open the research process to stakeholder input on an ongoing basis. The delivery time will be reduced from 12 months after the action plan ends to three/four months after the action plan ends.
- Instead of having IRM Researchers for each country, The new IRM Researcher pool model will reduce delays and complexity of researcher recruitment and retainment, increase cross-country analysis , safeguard the credibility of the mechanism by reducing the number of individuals representing the IRM and mitigate risks of a researcher developing a conflict of interest in their own country’s process.

Overview of proposed key changes

| Current Practice | Proposed Change with IRM Refresh |
|--|--|
| Frequency of IRM input | |
| Two standard and formal IRM moments per action plan cycle. After the fact. | Input during key moments of the action plan cycle, flexible and closer to real time engagement. |
| Variety of IRM Products | |
| One product - a report | Three different products: a co creation recommendations brief, an action plan review (synthesis paper) and a results report. |
| Timing of IRM Products | |
| Design report - Six to Eight months after the deadline for action plan submission. For action plans that are delivered before the Dec 31, deadline delivery could be up to 12 months after submission. | Co creation brief - three months before co creation begins. AP review - within three months of real-time AP submission. |

| | |
|--|---|
| Implementation report - Six to eight months after end of action plan. | Results report – ongoing monitoring/validation/writing as AP implementation happens, finalized three to four months after the end of action plan. |
| Type of information IRM reports on | |
| Focus on form, compliance, design and implementation activities. Reports on what happens in one action plan. | Focus on substance, how change happens and results. More intentional in looking at policy/reforms or commitments across action plans. |
| Approach to research process and how IRM engages with stakeholders | |
| Formal and constrained to one particular moment of pre-publication review. Led by individual country researchers. | Open, ongoing and collaborative. Led by IRM staff with collaboration from a pool of IRM researchers. |

Roll-out and timelines

Pending Steering Committee endorsement, the roll-out and implementation of the IRM Refresh will take place between March and December 2020.

March - May 2020: IEP and IRM will develop guidance material including an updated procedures manual with clarified definitions for IRM key variables and indicators, templates and guidance for country stakeholders.

April - December 2020: outreach and dissemination of the IRM Refresh change implications. This includes training, workshops and communications such as blogs, webinars, FAQs and 1:1 guidance.

In addition, during **the course of April and October 2020**, the IRM will work with the Criteria and Standards Sub-committee to make necessary revisions to the IRM Charter. This would be streamlined with broader updates to the Articles of Governance that will be presented for Steering Committee approval.

Finally, transition to the new IRM approach will be gradual. Action plans submitted in 2019-2021 will still be reviewed with the current IRM approach, delivering a Design Report and an Implementation Report. The changes would take effect for action plans submitted in 2020. This means **the first products of the refreshed IRM would be delivered in 2021 for 2020-2022 action plans.**

Articulation with OGP's three-year implementation plan

The IRM is a key component of OGP's universal platform. The renewed approach will improve opportunities for coordination across teams and programs in OGP such as:

- **Collection and production of data that informs and enables learning when country level reflection is needed.** IRM data, insights and recommendations can directly help improve country processes but can also be used by other teams to produce learning products, research, stories and country strategies to provide direct support.
- **Stronger and more strategic contributions from the IRM team to regional and country discussions.** This is particularly useful to inform focus countries and commitments, support strategies.
- **Effective opportunities to align the data the IRM collects in its research process with broader research agendas.** Focusing data collection and analysis on the results of implementation and how change happens within a given commitment/policy/or will support a better understanding of how open government reforms impact citizens' lives or how open government reforms are changing the culture of government. Shifting the balance of attention toward implementation more than process.
- **Assurance of an independent voice to enable accountability and ensure the Partnership's credibility.** Producing evidence-based analysis with more emphasis on results rather than design of action plans will shift attention and visibility from OGP commitments that may look good in promise, to OGP commitments that actually delivered results and meaningful change. This will also provide the IRM with rich insights that can inform strategic decision making on the whole of the Partnership. For example, the OGP Local Strategy envisages a periodic IRM in-depth analysis on the progress of select themes and action plan processes across Local members.
- **Provide guidance and monitoring practices that can be replicated by emerging programs in OGP such as Local.** The IRM will not provide qualitative assessments of the co-creation process or commitments of local action plans but will comment on whether sufficient evidence is provided for the progress reflected in the local monitoring reports. The IRM will provide guidance materials and suggest templates for locals to conduct their monitoring.



Session 2c: Local Strategy Implementation Plan Update

Session Outline

Overview

In May 2019, the OGP Steering Committee endorsed the Local Strategy and tasked the Support Unit to commence the design phase for the implementation of the strategy. During this session, the OGP Support Unit will provide a brief update on the progress made and the implementation plan for 2020, which was overseen by the Steering Committee Local Taskforce consisting of the governments of Argentina, Canada, and South Korea, and Robin Hodess, María Baron and Lucy McTernan.

Session Objectives

The discussion will focus on the role of the Steering Committee in supporting implementation of the Local Strategy in 2020-21. The objective of the session is to identify specific actions the Steering Committee can collectively or individually take to support the following:

- Promoting open local government and national-local collaboration through national OGP platforms
- Identifying - and helping recruit - a strong pipeline of potential members for the OGP Local cohort and supporting them upon entry into the program
- Contributing to knowledge and learning resources and activities
- Positioning OGP Local in other global fora and networks

This session is non-decisional

Reference materials (attached separately)

1. OGP Local Implementation Plan (Background reading)
2. Annex 1: OGP Local Strategy (for information only)
3. Annex 2: Summary of feedback and responses (for information only)

Session 3a: Overview of Thematic Progress & Leaders Network

Session Outline

Overview

The block of thematic discussions will begin with an Overview of Progress of Focus Themes, providing data-informed highlights of how major policy areas are performing in OGP. This presentation will highlight areas that have gained traction, as well as others where additional focus and support from the Steering Committee and Support Unit could help them perform better in OGP. The discussion within this session will focus on the leadership role that each Steering Committee member can play to advance the thematic agenda. Steering Committee members will be invited to make very brief (1-2 minutes) interventions to share examples of concrete events or initiatives they may be undertaking to advance thematic leadership in OGP.

As a way to expand thematic leadership beyond the Steering Committee, the discussion will then shift towards presenting the final version of the Leaders Network concept for Steering Committee sign-off (45 minutes).

Session Objectives

- Discuss how the Steering Committee can support focus thematic areas and identify which area will each member lead.
- Provide an update on how different themes are performing across OGP
- Share where the Steering Committee members are making progress on using OGP to advance thematic reform, and where they are interested to lead conversations within the SC

Decision point

1. Steering Committee endorsement of the *Leaders Network*

Reference Materials

1. Leaders Network Concept Note - **for Steering Committee endorsement** (page 37)

Focus Themes Sessions: Digital Governance (session 3b) and Civic Space (session 3c)

Following a discussion on the overall thematic performance landscape in OGP, there will be two focused discussions on priority thematic areas. These in-depth discussions will focus on the role that OGP can play, as well as opportunities to complement existing initiatives. Guest speakers will join the Steering Committee to provide an external perspective and share their work on initiatives related to these topics.

Please find a detailed outline and objectives for each session on pages 46 and 47.

OGP Leaders Network: Elevating Thematic Leadership on Open Government

For Endorsement of the OGP Steering Committee
25 February 2020

Summary

The OGP Leaders Network is a model of devolved leadership across the Open Government Partnership. It is designed to give voice and momentum to open government thematic leaders across sectors and regions, driving and showcasing expertise and achievements in areas key to the goals of the Partnership. This effort recognizes that the demand for expertise and innovation across an increasing number of OGP policy areas has grown and that the demonstrated abilities of governments and civil society need to be channeled to meet the needs of the dynamic OGP community. The Leaders program will begin as a pilot in 2020, to complement the other mechanisms already implemented to support the thematic goals of the Partnership.

Background on thematic leadership in OGP

OGP as a Thematic Incubator: Over the past few years, OGP has evolved as a prominent platform for thematic reform and ambition. OGP action plans and the OGP global platform can now be leveraged to i) convene cross-sector dialogue on emerging standards, ii) engage in peer learning across countries, iii) help early adopters identify like-minded partners across sectoral and geographic lines, iv) enable innovation and experimentation in open government reform, and v) serve as an implementation platform to translate global promises into country action.

Thematic Leadership in OGP has evolved: Over the years, there have been several initiatives that have catalyzed thematic leadership in OGP. Initially, a Networking Mechanism was established to link OGP governments to organizations, companies, peers to provide expertise in support of developing and implementing ambitious thematic commitments through OGP action plans. At the same time, an OGP Steering Committee (SC) subcommittee focused on peer learning across civil society and government on a range of themes, called the Peer Learning Subcommittee. Additionally, a system of working groups was also developed, to seed and deepen work on what initially were core OGP issues, such as fiscal transparency, open data, legislative openness, and governance of the extractive sector. Most recently, the thematic priorities window of the OGP Multi Donor Trust Fund, hosted by the World Bank, is supporting civil society organizations to bolster cross-country thematic learning on anti corruption (including beneficial ownership transparency and open contracting), climate, fiscal openness, natural resources and gender, open parliaments, and water and sanitation. Over time, some of these initiatives were replaced (see Table in Appendix 1 for an overview of current thematic leadership mechanisms). At present, no one initiative is focused on recognizing and promoting thematic leadership, including in governments, as this proposed effort would do.

Role of the Steering Committee in thematic leadership is crucial: Over the years, the SC has also played a strong thematic leadership role and implemented initiatives to propel thematic action. These include the Thematic Leadership Subcommittee, discussions on thematic progress at SC meetings, and perhaps foremost Co-Chair priorities to introduce or emphasize themes to elevate, among others. Yet as OGP has grown in size and complexity, the mechanisms dedicated to foster thematic leadership within the SC no longer capture the dynamism, diversity and

potential across the Partnership. The Argentina-Hodess Co-Chairs therefore propose a new mechanism to acknowledge, encourage and promote thematic leadership in OGP, via a network of OGP Leaders.

Part 2: OGP Leaders

OGP Leaders are those who have made substantial thematic contributions to open government. The introduction of the OGP Leaders Network will drive and showcase expertise and achievements in areas key to the goals of the Partnership. Importantly, it will recognize expertise both inside but importantly also outside the Steering Committee, addressing the needs of the growing, dynamic OGP community.

What makes a Leader? Leaders will consist of teams (eg ministries, secretariats, departments) in government working in collaboration with civil society, which together have a track record of delivery on a specific and ambitious reform agenda. Following the OGP principle of multistakeholder engagement, where possible the teams behind the work of these OGP Leaders could represent multiple OGP stakeholders, may include at least one government and one civil society group, along with other actors where relevant (eg parliament, judiciary, business, media, etc). As far as is possible, OGP Leaders would consist of clear and identified individual/s within teams/organisations to hold conversations at high level political forums both domestically and internationally.

The Leaders Network will engage and provide access to a wider group of governments, beyond the SC, to be part of global thematic leadership conversations. Their primary objective will be to inspire a peer group of governments, working with civil society, to promote ambitious reforms in a key policy area. It will also provide links to civil society through OGP's vast global network, and peer reformers to enable greater ownership, uptake of the reform model across sectors and jurisdictions. The Support Unit will develop a more detailed articulation of the Leaders Network activities as part of its workplan, identifying opportunities for engagement and serving as primary Network coordinator.

Selection Process and Criteria

OGP Leaders will have an established track record in demonstrating leadership and ongoing ambition in specific policy areas within the OGP framework.

OGP Leaders will be selected by the SC's Governance and Leadership sub-committee, in consultation and implementation support from the OGP Support Unit. The selection process will seek to incorporate ways to seek endorsement for the lead team/ agency in government from national and international civil society partners, like past OGP initiative selection processes have done (eg the OGP Local program).

Selection will be based on a range of criteria, first and foremost a track record of ambitious commitments in OGP action plans or concrete reforms on designated topic. Substantial experience in an OGP Multistakeholder Forum, willingness to lead on specific activities through the year involving other OGP members, and to provide technical support or share expertise with other OGP members will also be considered. A list of criteria for Leaders will be developed by the Co-Chairs together with the Support Unit.

In the future, it is possible that a system of application and competition will be introduced to identify Leaders. Please see Appendix 2 for more detail on next steps related to implementation of this pilot.

Benefits and resources

In designating thematic Leaders, the SC and Support Unit commit to support Leaders in their efforts. There are a number of ways that Leaders will benefit and a variety of resources that will be made available to support them.

- Public recognition: OGP Leaders will be publicly recognised by GL and the SC, in a well-branded effort (e.g. an OGP Award similar to previous initiatives) maximizing strategic communications that highlights their track record, progress, and key goals during period as a Leader.
- Communications: The Support Unit will promote Leaders externally via ongoing outreach and communications that makes them and their work highly visible. For instance, the SU will produce a set of stories/videos on the thematic advances, providing opportunities at the OGP Summit or other relevant meetings to share reform experience.
- Alliance with other OGP mechanisms: To the extent it can be useful, OGP Ambassadors, Envoys, and Partners (see Appendix 1) can be deployed to support Leaders in designing or promoting their work. Where there is synergy in the themes and activities of the Leaders with other initiatives, the OGP Support Unit will make proactive links between them.
- Support Unit coordination, convening and support: OGP Leaders will also receive strategic and coordination support from the OGP Support Unit. This will provide access to OGP's global platform, members, stakeholders and outside expert groups, to leverage the thematic drive in OGP action plans. The SU may also help in convening the Leaders Network itself, either as a group or with others.
- Jointly explore opportunities for funding: The SU may be able to offer support to fundraise financial resources for research, convenings or other activities that help move the thematic leadership forward. Finally, there may be the possibility of aligning Leaders work with the Trust Fund, so that priority themes and leadership are both given financial resources that can help expand work significantly.

Roles and responsibilities

OGP Leaders will commit to mobilizing peers to advance on a specific theme. Leaders should express interest in connecting with other governments and civil society to advance reforms. Leaders should also undertake activities to showcase their expertise and innovation in the designated issue they are leading on. Leader activities could include:

- Leading regional or global convenings – OGP Leaders could convene experts, innovators, and senior policymakers interested in the issue to share ideas and expand the circle of champions and reformers working on this issue in OGP.
- Building and sustaining thematic coalitions or networks – OGP Leaders could galvanize other OGP members, civil society partners and other key stakeholders to cocreate ambitious goals and advance collective action through thematic networks/ coalitions.
- Hosting peer learning events/workshops – OGP Leaders could drive a policy research agenda, host breakfast meetings at relevant conferences, design and run stand-alone thematic events, peer learning workshops, and study tours for other OGP members interested in advancing on the particular policy area.

- Providing technical support to other countries implementing similar reforms - OGP leaders should be willing to share their expertise with government and civil society leaders from other countries seeking to implement reforms in similar areas.

While chosen by GL, Leaders will be held accountable by the Thematic Leadership Subcommittee, with whom they will work closely to advance the designated themes. The ToR for the Subcommittee will be adjusted to accommodate this new focus. The Leaders will also directly engage with the Steering Committee in other ways. For example, they could be invited by the Co-Chairs to present at Steering Committee meetings or to take on other representational roles at relevant global forums.

Further guidance on the roles and responsibilities of Leaders will be set out by GL as needed in the pilot phase. Please see Appendix 2 for more detail on next steps related to implementation of this pilot. Moreover, the Co-chairs, GL and SC will communicate this new opportunity around thematic leadership to the OGP community and commit to adjusting and improving the concept based on results in the coming two years, including a review in the second half of 2021, to reflect on the outcomes and decide next steps of the Leaders initiative.

Length of term

The programme will be piloted over two years, so will initially run until 2021. OGP Leaders in the pilot phase will therefore be recognized for a two-year period. Depending on the outcome of the pilot, the period of two years may be retained or changed. After that, it is expected that Leaders will be proposed on an annual basis. Renewals are possible and the rules for such will be established during the pilot phase.

Ideally, a first round of Leaders would be selected by Q2 of 2020. .

Leaders Network

OGP Leaders, taken together, will form an OGP Leaders Network, creating a peer group for exchange and support. OGP Leaders and the OGP Leaders Network will be launched in 2020 with a two-year pilot from priority themes which represent current and upcoming GL and SU priority areas for the Partnership, including:

- beneficial ownership transparency
- feminist open government
- open parliament
- access to justice
- OGP local
- digital governance
- civic space
- deliberative citizen engagement



Leaders Network Appendix 1: Current OGP Thematic Leadership Mechanisms/Approaches

| Initiative outside the Steering Committee | Thematic leadership objective | Type of engagement | Current status |
|---|--|---|---|
| Ambassadors | Position OGP in the international policy landscape, linking to global conversations relevant to open government. | Recognition given to 5 high level civil society leaders and 1 private sector leader (with senior political leadership/ engagement expertise). | <p>4 active OGP Ambassadors (Alicia Barcena, Helen Clark, Mo Ibrahim, Ngozi Okonji Iweala)</p> <p>1 inactive and leaving current role (Helle Thorning-Schmidt)</p> <p>1 active but leaving current role (Winnie Byanyima)</p> <p>Their engagement typically consists of high-level speaking engagements or one-off interactions with political leaders.</p> |
| Envoys | | Recognition to former SC members and SC heads of delegation from government and civil society . | <p>5 former government and 18 former civil society leaders of the SC have accepted invites to be OGP Envoys.</p> <p>The SU works with them based on their thematic, regional and strategic interests. However, this is usually a one-off, need-based engagement rather than an ongoing strategic engagement work plan..</p> |
| Trust Fund (Thematic window) | Facilitate cross-country peer exchange, norm | Grants given to civil society organizations , open to both country- | 7 thematic grants given in the first cycle. |



| | | | |
|---|--|---|---|
| | creation (for both government and civil society) | level and international civil society. | |
| Open Government Awards | Highlight most successful/impactful NAP commitments | Recognition | Last awarded in 2016 |
| Strategic Partnership MoUs | | MoUs signed with civil society organizations or international/multilateral organizations with shared priorities and a common workplan identified. | MoUs signed with OCP, B Team, IDEA, EITI, NRGI, TI, UNDP, World Vision, OECD, APRM. Engagement includes cross-country work but also in country support in a subset of countries. |
| Trust Fund (Co-creation and Thematic windows) | Support in-country action national civil society on advocacy goals, provide peer inspiration | Grants given to civil society organizations in both windows, though primarily to country-based civil society in the co-creation window. | Civil society organizations in 13 OGP members have been awarded co-creation grants across 2 rounds. Though the co-creation grants are not awarded with an explicit thematic objective, strategic leadership in co-creation process led by the civil society organization could lead to ambitious thematic commitments. |
| Trust Fund (implementation window) | Targeted support to governments for in-country commitment delivery and implementation | Grants given to governments , directed to agencies responsible for implementation of specific commitments. | 5 implementation grants given in the first cycle. |



Leaders Network Appendix 2: Implementation Timeline

| Key Step | Timeline | Details | Key roles |
|---|--|--|--|
| Endorsement of concept by full Steering Committee | <ul style="list-style-type: none"> - December 2019 Introductory update to the SC in virtual meeting. - February 2020 Concept note presented for endorsement at the SC in-person meeting. | <ul style="list-style-type: none"> - OGP SC endorses the Leaders Network concept for a 2-year pilot. - The pilot can be extended based on the results presented to the SC at the end of the 2-year period. | <ul style="list-style-type: none"> - Co-Chairs to introduce concept, SU to lay out skeleton of implementation plan. - In the run up to February, Co-Chairs and SU socialize concept through cohort calls, subcommittee calls, and 3YP calls. |
| Call for interest to apply to the Leaders Network | <ul style="list-style-type: none"> - March-April 2020 GL to work with SU to select and approach potential leaders. The leaders will be identified based on focus policy areas identified in the 3YP. | <ul style="list-style-type: none"> - A shortlist to be developed by SU for GL consideration. This will be based on track record from commitments and intelligence gathered from regional teams and partners. | <ul style="list-style-type: none"> - In the run up to March 2020, SU helps identify list of potential Leaders to approach informally. - GL/ Co-Chairs help test interest where political engagement may be helpful. |
| Announcement of the selected leaders | <ul style="list-style-type: none"> - May 2020 OGP Leaders to be approached. - Open Gov Week (May 3-10 2020) Official public announcement during accompanied by suitable stories/ showcase by selected Leaders. | <ul style="list-style-type: none"> - Official public announcement accompanied by suitable stories/ showcase of commitments or initiatives with civil society. | <ul style="list-style-type: none"> - SU to recommend Leaders to Co-Chairs for selection. SU coordinates selection process. - SU Comms team to advise on and manage announcement linked to Open Gov Week. |
| Engagement during program duration | <ul style="list-style-type: none"> - Summer 2020 Letter from the selected OGP leader | | |



| | | | |
|-----------------------|--|---|--|
| | <p>to the OGP SC with confirmation of 2-3 activities they will carry out during the pilot, that they will be held accountable for.</p> <p>- July-Aug 2020 Announcement to the community (leveraging a more thought out comms strategy) about the activities to be carried out by each leader.</p> <p>- 2020-2021 Identifying 2-3 high profile global events/ opportunities that the leaders could leverage to showcase their work, including UNGA, IODC, IACC, OGP Summit and regional meetings.</p> <p>- Regular check-ins with the TLS subcommittee and GL.</p> | | |
| End of program period | <p>- May 2022 The 2-year pilot will officially conclude in.</p> | <p>- The OGP Leaders will be convened at the OGP Global Summit in Seoul to interact with the SC in person.</p> <p>- Based on the resources and capacity available in the SU, the results of the 2-year pilot, the SC could consider</p> | <p>- The Co-Chairs will have at least one in-person interaction with all the leaders.</p> <p>- The TLS will be the subcommittee to continue engaging with the OGP Leaders across the current Co-Chair transitions.</p> |



| | | | |
|--|--|--|--|
| | | extending the OGP Leaders Network into a full programme. | - In May 2022, the SU will compile a report on the results of the pilot OGP Leaders Network. |
|--|--|--|--|



Session 3b: Thematic Discussion on Digital Governance

Session Outline

Background

Most OGP countries have used their OGP action plans to make commitments on the use of technology as a tool to make government more open, efficient and participatory. There are over 1,000 OGP commitments related to digital transformation of government systems, from the ways that governments procure goods to how they engage with their citizens.

Over the last few years, we have witnessed undisputed trends related to the misuse of digital technologies to undermine democracy and threaten civic space and privacy. In some countries the OGP process is being used to protect against this misuse through commitments on issues such as transparency of algorithms, data protection, and strengthening electoral laws in the digital era. At the OGP Global Summit in May 2019, the governments of France and Germany co-hosted a roundtable with ministers and civil society from 12 OGP countries, to discuss the role OGP could play in advancing the digital governance agenda. Additionally, OGP commissioned a [strategy input paper](#) to identify where OGP could add value to ongoing discussions on policy tools and cross-sector dialogue related to digital rights and governance. Many Steering Committee members were consulted for this paper.

Session objectives

This discussion aims to identify critical issues related to digital rights and governance that OGP could help advance. The Steering Committee will be joined by Lisa Witter, Co-Founder and Executive Chairman of Apolitical, a website that has become an important forum for sharing innovations in digital policy and sharing experiences across countries.

- Highlight key issues pertaining to governance of digital technologies and policy solutions that governments around the world are undertaking to protect against misuse.
- Identify specific issues under the broader digital governance umbrella where OGP could add value to the ongoing reforms dialogue.
- Identify activities that SC members could undertake - individually and collectively - to promote digital governance-related reforms at the global and country level.

Guiding questions

- What specific initiatives are OGP Steering Committee governments and civil society leaders undertaking related to governance of digital technologies?
- What are some concrete ideas that the OGP SU can help advance, accountability of automated decision-making and online civic space?
- What are some upcoming regional or global forums that SC governments will be leading or participating in?

Reference Materials

1. [OGP Strategy Input Paper: Digital Governance: What Role could OGP Play?](#) (link)

Session 3c: Thematic Discussion on Civic Space

Session Outline

Background

A thriving space for civil society and citizens is important to empower them to engage in public dialogue, hold their governments accountable and exercise their rights to free speech, assembly and association. As outlined in the [Open Government Declaration](#) endorsed by all members of the Partnership, civic space is a foundational value for the work of OGP. Civic space is also a focus policy area under OGP's Three Year Implementation Plan (3YP).

Civic space trends have declined globally over the past few years, including in OGP countries, posing a challenge to the global open government reform agenda. According to the latest data from CIVICUS, only 3% of the world's population live in open civic space, and several OGP members countries that have demonstrated negative civic space trends. While some OGP countries are showing progress through their OGP action plans, only 100 out of the more than 4,000 OGP commitments to date have been classified as addressing civic space issues.

Session objectives

This discussion will focus on concrete initiatives to strengthen civic space, that have been undertaken by OGP members and partners in the past year. Additionally there are also some emerging multilateral and inter-governmental efforts such as the OECD Civic Space Observatory, that works in conjunction with the OECD Working Party on Open Government which comprises several OGP Steering Committee governments. Another example is the work done by the EU Fundamental Rights Agency that works with EU member states. This discussion will highlight the work done by these initiatives, as well as any others that SC members may be involved in and explore entry points for OGP members.

- Identify specific ways that the Steering Committee can individually and collectively support and complement existing initiatives on civic space undertaken by OGP and strategic partners, including at key events throughout the year.
- Discuss what other concrete initiatives can OGP initiate under the 3YP to strengthen civic space across the Partnership.

Guiding Questions

- At the country level - what are some efforts to strengthen civic space that SC members may be currently leading or on involved in including commitments in their OGP action plans, engagement in cross-country initiatives, hosting regional/sub-regional dialogue on the topic, etc?
- At the global level - what are some ways that the Steering Committee can collectively strengthen OGP's positioning on civic space?
- What concrete activities should the OGP Support Unit undertake over the next three years to support civic space strengthening?

The following guests will join the Steering Committee to share their work on some of these initiatives and areas of possible support:

- **Alessandro Bellantoni**, Acting Head of the Open and Innovative Governance Division and Head of the Open Government Unit, OECD
- **Katju Holkeri**, Government of Finland OGP Point of Contact and Chair of the OECD Working Party on Open Government
- **Waltraud Heller**, Programme Officer - Cooperation with Civil Society, Institutional Cooperation and Networks Unit, European Union Fundamental Rights Agency (EU FRA)

Reference Materials

1. [OGP Global Report: Freedom of Association](#) (link)
2. [OGP Global Report: Freedom of Assembly](#) (link)
3. [OGP Global Report: Defending Activists and Journalists](#) (link)



Session 4: Advancing Global Leadership

Session Outline

Overview

In 2019, OGP launched its first integrated and cross-cutting campaign, [Break the Roles](#). The campaign reached its goal of 30% of OGP members taking action that year. This session will go beyond that initial metric to look at how the campaign impacted incoming Action Plans and ongoing implementation. The session will also explore how the many elements of global leadership and communications, including the 2019 OGP Global Summit, Ambassadors and Envoys, Open Gov Week, new partnerships, coalitions, compelling content and research all came together in pursuit of a collective result. It will also provide an update on gender and inclusion activities moving forward.

This 30 minute presentation and discussion will be followed by 60 minute breakout brainstorm sessions that will use the lessons of Break the Roles to inform the development of OGP 10th Anniversary activities, including a creative campaign, global summit, and ideas related to the overall OGP platform, such as extending Action Plan cycles or updating the Rules of the Game.

This session is non-decisional

Session Objectives

1. Present an overview of global level priorities outlined in the 3YP.
2. Discuss how the Steering Committee can support these priorities.

Brainstorming Breakout Sessions

1. Creating the OGP @ 10 Rally Cry for the Community

- How do we create a forward-looking campaign that acknowledges success and challenges ahead?
- What are the shared values we need to prioritize?
- What should be the tone, look and feel of the 10th Anniversary? (e.g. What image or photo best reflects what we are after)

Facilitated by Stephanie Bluma

Reference material(s): Break the Roles Review (page 51)

2. The Road to the 10th Anniversary Summit

- How can we begin involving the community in preparation for the next OGP Global Summit starting in 2020?
- What components are needed to use the next OGP Global Summit as a tool to rebuild global political momentum for OG/OGP?
- Who are some suggested high-level influencers we can approach for keynotes?

Facilitated by Joe Powell, Shreya Basu, and Yujin Lee

Reference material(s): 2-page summary of draft OGP events evaluation (page 54)

3. Strengthening the Rules of the Game for OGP @ 10

- What changes to the action plan cycle can we deliver by the end of the year to make it more flexible and allow for more ambition?
- How can we improve the way in which the participation and co-creation standards are presented, framed and assessed to foster true co-creation processes in the tenth year of the partnership?
- Are there any other areas of opportunity that allow for better co-creation processes and more ambition that we could define and deploy by the end of the year? Are there any trade offs?

Facilitated by Alonso Cerdan, Denisse Miranda and Joe Foti

Reference material(s): 2-pager on 2020 Rules of the Game components extracted from the 2020 C&S work plan (page 57)

Session 4b - Brainstorm Sessions - Towards OGP @ 10

Breakout 1: Creating the OGP @ 10 Rally Cry for the Community



Break the Roles **2020 Campaign Update**

In 2019, the Open Government Partnership (OGP) launched the Feminist Open Government Initiative and its first integrated advocacy campaign on gender and inclusion. [Break the Roles](#) combined research, action-forcing activities at the Global Summit, Open Gov Week, social media, partnerships, and creative content to draw attention to the issue in a coordinated and connected approach.

Break the Roles encouraged open government actors to look beyond traditional roles and responsibilities and to be intentional, strategic, and ambitious in bringing women and gender diverse perspectives into open government. As this was a new issue for the community, the campaign's narrative reflected the voices of OGP members and partners to open a conversation about gender. It was deliberately crafted to be a call to action - an awareness-building campaign with a concrete goal to increase inclusion in OGP.

Through the campaign, governments were asked to consider a gender action they could take to make co-creation more inclusive and ensure commitments better reflect the priorities of women, girls, men, boys, and those across the gender spectrum. The goal that 30% of members taking such an action was accomplished by December 2019.

CAMPAIGN COMPONENTS

Feminist Open Government Resources

OGP created [Actions for a More Inclusive OGP](#) to provide guidance to POCs and the broader OGP community about the kinds of gender actions they could take as part of the call to action. This toolkit was shared by OGP CEO Sanjay Pradhan with government and civil society points of contact in January 2019 and was well received by the community. Additional resources included:

- Five rapid research projects in nine countries focused on open government thematic priorities
- Twelve IDRC Feminist Open Government case studies from Latin America, Africa and Asia

- A GBA+ toolkit produced by the Government of Canada

Open Gov Week

As part of the call to action, OGP asked members to make their Open Gov Week events and outreach more inclusive resulting in nearly 30% of all OGW activities being focused on gender and/or inclusion. They included:

- The UK hosted a Feminist Open Government Day with a panel discussion on the gender data gap, a presentation on the gender pay gap presented by the Government Equalities Office, and a workshop hosted by Open Heroines on how to make Feminist Open Government tangible.
- Canada and OGP co-hosted a webinar on applying a Feminist Open Government and GBA+ lens to OGP action plans.
- Sri Lanka, Dominican Republic, Uruguay, Argentina, Honduras, Nigeria, and the Philippines held panels on gender inequality in open government.

OGP 6th Global Summit



The campaign officially launched at the Ottawa Summit, where inclusion was one of the four primary tracks. Former Irish President Mary Robinson introduced the campaign in a plenary session focused on gender. There were eleven sessions with a gender-specific lens, including two sessions hosted by Open Heroines. For the first time, a majority of speakers on the Summit stage identified as women. Additionally, a Feminist Open Government side event attended by 180 participants enabled participants to define and advance key thematic.

Partnerships and Global Fora

New partnerships were forged or strengthened with global organizations such as Women Deliver, Open Heroines, OSCE, and UNDP and OGP members including the governments of Afghanistan, Argentina, Canada, Italy, and Kenya. Through these partnerships, OGP was showcased as a platform to advance gender equality and thematic priorities. This work was also supported through OGP Multi-Donor Trust Fund (MDTF) thematic grants.

Creative Content and Social Media

Break the Roles used innovative creative content to drive its message on social media and beyond. The [launch video](#) for the campaign featured a diverse range of voices including:

- Aida Kasymalieva, first Female Deputy Speaker of Parliament
- Aruna Roy, long-time human rights advocate
- Romina Colman, ground-breaking journalist

- Vera Songwe, United Nations Executive Secretary for the Economic Commission in Africa
- Hera Hussain, open contracting guru and Open Heroines champion



Additional content featured former Irish President [Mary Robinson](#), B-Team CEO and former Icelandic Presidential candidate [Halla Tómasdóttir](#) and Papua New Guinea youth advocate [Dagia Aka](#). This content was amplified through social media posts and blogs which were some of the most popular of the year. #BreaktheRoles was 3.7K+ times, with 1.4K unique authors and a potential audience (impressions) of 32.6 million.

CAMPAIGN RESULTS

The initial results of the campaign are promising. As of January 2020, 31 OGP members or 32% committed to a gender action or are currently implementing a gender commitment. While data is still being analyzed from Action Plans submitted late in 2019, at least eight governments have made 24 gender-related commitments. **This result makes gender the fastest growing policy area of 2019.**

Highlights include:

- Bosnia and Herzegovina, Italy, and the Philippines all made gender-related commitments for the first time in 2019.
- 18 gender commitments cutting across core OGP priority policy areas
 - ◆ Five public service commitments
 - ◆ Five justice commitments
 - ◆ Four natural resources commitments - previously there were zero
 - ◆ Three new open contracting commitments
 - ◆ Two beneficial ownership commitments
- In governments like Sierra Leone, Argentina, Afghanistan, and Mexico, representatives from women's organizations participated in national steering committee leadership or in multi-stakeholder groups.
- Italy, Afghanistan and Luxembourg were among those who reached out to the Support Unit for a gender review prior to publishing.

Session 4b - Brainstorm Sessions - Towards OGP @ 10

Breakout 2: The Road to the 10th Anniversary Summit

Summary of OGP Events Evaluation

Overview

In late 2019, the OGP Support Unit commissioned a review of OGP events to learn what's working well and what can be improved in OGP events so that they best serve their purpose of being engaging and innovative opportunities for peer learning, the exchange of ideas, and high-level political engagement. This is a summary of highlights from the draft report. The final report will guide revisions to the OGP Event Requirements in 2020 and inform resource allocation around future OGP events.

Through 40 in-depth discussions with a sample of host governments, session organizers, speakers, donors, Steering Committee members, and attendees, evaluators looked at how OGP events were delivered and people's perception of their contribution to building open government (learning, creating political momentum, advocacy, etc.). Between the two evaluators, they have attended most OGP Global Summits in different capacities, and thus bring first-hand experience and understanding of how the organization and nature of OGP events have changed over time.

Key recommendations and feedback

- **Political momentum at an international level**

OGP needs to rebuild political momentum at the international level. Many respondents felt that OGP has lost what they described as the "Obama effect", in which high profile attention and participation drove and supported national level open government reforms. Although Ministerial attendance has been strong at recent events, to foster higher level international leadership, OGP Global Summit hosts should commit to engage and leverage their own Head of State and to invite at least a small group of peers to attend. Similarly, Regional Meeting hosts should seek to have Ministerial and other high-level attendance. OGP events should seek to also tackle difficult issues, including with high level officials and avoid opportunities for politicians to speak unchallenged. This can be done with careful management and preparation, as well as thoughtful moderating.

- **Agenda design and building process**

OGP should consider taking on a greater curation role, while still providing space for community engagement in agenda setting. The agenda setting and selection process needs to be given more time and resources to be conducted respectfully, intelligently, and transparently - and needs to be communicated more effectively to the broader OGP community. Related, OGP should explore the role the Steering Committee could play in consulting with and communicating with respective constituents.

A variety of things could be done to diversify the agenda and help attendees identify the sessions most applicable to their interests and level of experience. OGP should consider designing a range of different session lengths and formats - each with a clear purpose and suggested level of knowledge for target participants (e.g. short inspirational highlight sessions to complement longer in-depth or technical workshops). Additional support should be provided to

session organizers to ensure adherence to the selected formats and high-quality facilitation. There should be a thoughtful balance between the number of sessions which focus on new and emerging topics and those that feature the essential fundamentals of open government - transparency, participation and accountability.

Host governments who want to focus on a certain theme should host preparatory meetings and events or webinars on that theme together with the OGP Support Unit and be open to leading a technical working group on the topic and reporting back on progress and results, including at future OGP events.

Releasing event agendas much earlier can improve and inform attendance, especially for high level representatives, and is critical for attendees to be able to plan travel, secure travel support, and maximize their participation.

- **Frequency of and approach to OGP events**

Taking a more strategic approach to the range of events that could be convened would enable the partnership to balance the emphasis between political moments, energizing and (re)connecting the community, and more focused and in-depth learning orientated moments. Global Summits should be less frequent - convened every two to three years and on a consistent basis so that all stakeholders are able to plan appropriately. Holding Regional Meetings and thematic events in the interim and designing them to feed into Global Summits can deepen conversation, learning, and impact.

- **Attendee experience**

OGP events provide a valuable space for networking, building, and strengthening the OGP community. In addition to coffee breaks and informal settings, OGP should consider creating more structured networking sessions, such as “open government speed dating” or running smaller and more intimate problem-solving clinics which would contribute both to networking and practical learning. These opportunities could also alleviate the pressure felt by attendees to appear as a speaker to make their attendance worthwhile or justify the use of project funding by providing complementary mechanisms and roles where participants can talk about their work and seek to connect with potential partners and funders.

Additional improvements can be made to streamline and improve the attendee experience, such as increased interpretation support, greater access to and transparency around travel grants, and improved communications leading up to and during the event. Related, the visa application process is often a pain point for many attendees. Efforts should be made by the host government to simplify, support, and clearly communicate the process for all attendees.

- **Logistics and planning**

OGP should make the requirements for host governments more explicit and clearly outline the roles and responsibilities for all parties. The Support Unit and host governments should consider signing an agreement on these roles and responsibilities.

The OGP Support Unit should focus less on event logistics, which should be managed by professional event organizers and/or the host government, and more on content curation and agenda design, diplomacy and contacts brokering, preparing session organizers, speakers and

senior officials, including those who may be new to OGP, and supporting PoCs for whom OGP events are politically important moments.

- **Learning and documenting**

More support and visibility should be given to side events, as these are opportunities to go more in-depth and design sessions that allow for problem-driven and technical learning; they should also be better integrated into the main agenda.

OGP events should shift from focusing primarily on ‘good cases and examples’ to common implementation challenges across different categories of actors. Countries can showcase how they overcame specific implementation challenges and explore the roles played by different actors.

OGP events would benefit from more engagement with researchers and academics to challenge and facilitate more critical reflection on open government, bringing in additional perspectives and connecting with other bodies of knowledge.

Thematic briefings and webinars in advance of events can help to make better use of face-to-face time. Having a basic understanding of the key themes before the event can help participants go into greater depth and can contribute to more useful learning.

The OGP Support Unit and host governments should improve on post-event communications - documenting event takeaways, announcements, new initiatives, etc. to better illustrate and promote what happens at and results from OGP events.

Session 4b - Brainstorm Sessions - Towards OGP @ 10

Breakout 3: Strengthening the Rules of the Game

As OGP approaches its 10th anniversary in 2021, some members will enter their fourth or fifth OGP action plan cycle. To safeguard OGP values and processes, and to encourage increased innovation and ambition across the partnership, it is necessary to strengthen and simplify the rules and minimum standards and requirements expected of all OGP participants.

In addition, key components of a strong OGP universal platform, such as the IRM model and the implementation of a strong local open government strategy will be updated, making it all the more necessary to ensure that OGP rules and procedures are fit for purpose.

As part of the broader Three-Year Implementation Plan (3YP) the C&S Subcommittee will focus on three key components of rules of the game in 2020:

A. Streamline and simplify the OGP Participation and Co-Creation Standards. The OGP co-creation standards have been in place for three years and the Support Unit has begun to receive feedback and results from IRM reports. Overall, these results show that while the thresholds and quality of standards are adequate, there are opportunities for improvement. Particularly, there is an opportunity to streamline and simplify the current model, so it is easier to align the standards, minimum requirements, guidance materials and assessed variables. The IRM refresh process and the 3YP offer an opportune time to analyze improvement areas and make the necessary adjustments.

B. Develop a flexible, multi-year action plan model. The desire for greater flexibility in the action plan delivery process has surfaced in surveys sent to OGP Points of Contact from participating governments, as well as in consultations done as part of the IRM Refresh. Furthermore, data shows that while the rate of action plan submissions has remained constant across the years (60%), an average of 50% of action plans submitted in the past two years have been delivered in November and December. This means that in half of OGP action plans, commitments have only had an implementation period of 12 to 15 months.

In order to incentivize ambition of open government reforms and credible implementation, C&S will explore ways to make the action plan cycle more flexible and fit for purpose. The action plan timeline has not been modified since 2014 and actors have requested more flexibility for several years. Furthermore, the 3YP process and the IRM refresh offer an opportune time to analyze and propose improvements. Among these, the C&S will explore: offering more flexibility on the length of the Action Plan (2, 3, or 4 years); establishing several (2-3) delivery periods that allow for better alignment with budget cycles and other politically relevant events; and integrating a period for learning and reflection between every action plan (6-12 months).

Session 5: Country Level Leadership

Session Outline

Overview

The session will open with an introduction of the support and core services provided to all OGP stakeholders - government, civil society and others - to enable them to use OGP's universal platform to domestically - and internationally - advance their open government goals. It will also introduce our approach to more targeted, advanced support to reformers where there is a clear political, thematic or strategic opportunity to advance the open government agenda or accelerate ambitious reforms in countries that we will bring additional focus to during the 3YP period. The discussion in plenary will then shift towards how Steering Committee members can lead by example in their own countries as well as support others (30 minutes).

Plenary Discussion: As Steering Committee members, what can you do ensure you lead by example in your own country and how can you support other countries?

Session Objective

1. Discuss how each Steering Committee members can lead by example in their own country and how they can support other countries.

This session is non-decisional

Breakout Discussions

The group will be divided into four regional breakouts to discuss challenges and opportunities in each region, focusing on concrete actions that the Steering Committee can take to collectively, and individually, support countries in each region (60 minutes).

- **Opportunities for Collaboration:** What are some opportunities for collaboration within the region? (e.g. bilateral, multilateral, and events)
- **Countries Under Review or Undergoing Political Transitions:** What support can the Steering Committee provide to countries under review in each region? What support can the Steering Committee provide to countries that have recently undergone or will be undergoing political transitions to ensure continuity of OGP?
- **Future Leadership:** Who are some possible leaders who could be recruited for the Steering Committee (government and civil society)

These breakouts are non-decisional

Reference materials

1. Update on 2020 C&S cases (for reference only) (page 19)
2. 3YP, Strategic Approaches: Countries (page 19 of the 3YP document attached separately)

Suggested Breakout Groups

| Africa | Americas | Asia Pacific | Europe |
|--|---|--|--|
| <ul style="list-style-type: none"> • Nigeria • South Africa • Aidan Eyakuze • Elisa Peter • Asma Cherifi • Glynnis Cummings-John | <ul style="list-style-type: none"> • Argentina • Canada • Delia Ferrerira • Maria Baron | <ul style="list-style-type: none"> • Indonesia • Georgia • South Korea • Tur-Od Lkhagvajav • Giorgi Kldiashvili | <ul style="list-style-type: none"> • France • Germany • Italy • Romania • Helen Darbishire • Lucy McTernan • Zuzana Wienk |



Session 6: Knowledge and Research Session

Session Outline

Overview

The Support Unit will open this session with an overview of OGP's research and analysis approach for 2020-22. This session will also include a refresher on the OGP Global Report and the use-case feedback the Support Unit has received regarding OGP's research agenda and products, followed by a space for questions from the Steering Committee (30 minutes).

The Steering Committee will then be divided into breakout groups to have in-depth discussions on three major categories of OGP research (60 minutes).

Session Objectives

1. Share information on the major research areas of work for OGP over the next three years.
2. Get Steering Committee feedback on these activities and input on how to maximize their usefulness and usability

This session is non-decisional.

Reference Materials

1. Open Government Partnership (OGP) 2020-2022 Research Approach (page 62)

Breakout Discussions

The following three breakout discussions will happen in parallel. Please review the proposed areas of discussion to identify which session you would like to participate in:

1. Research area: OGP Process and Results

OGP Vital Signs: Data-driven research to identify where OGP's strengths and weaknesses are, tracking progress on key results indicators and attempting to explain drivers of success and failure.

Guiding questions for SC Discussion:

- What is your most important question about OGP?
- What is your hypothesis?
- What information would convince you that your hypothesis is wrong?

Facilitated by Denisse Miranda

Reference material(s): OGP 2020-2022 Research Approach page 63

2. Research area: OGP Reforms

Policy Area Research: Overview of three focus areas aligned with the 3YP identified for data collection, analysis, and recommendations: Justice; Political integrity; Digital governance.

Guiding questions for SC Discussion:

- What format works best in your experience? (Modular? Thematic clustering? Omnibus?)
- What content should be in a global report?

- Who needs to be part of the discussion?

Facilitated by Tonu Basu

Reference material(s): OGP 2020-2022 Research Approach page 64

Please email research@opengovpartnership if you would like longer versions of individual concept notes or thematic work.

3. Research area: Open Gov Impacts

Open Gov Results: Overview of the proposed Skeptics Guide 2.0 around the results and impact of open government.

Guiding questions for SC Discussion:

- What policies and topics are most important to you?
- What methods help you best make your case in your job?
- What formats work for you?

Facilitated by Joe Powell

Reference material(s): OGP 2020-2022 Research Approach page 66

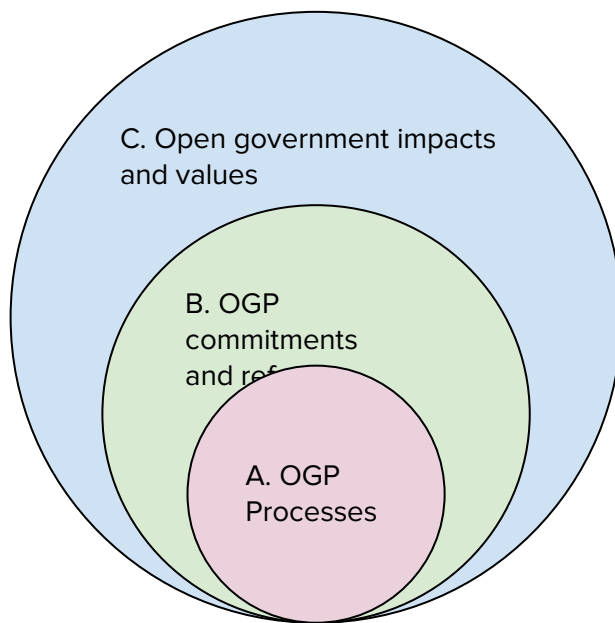
OGP 2020-2022 Research Approach

Overview

OGP's research work aims to give open government advocates timely, demand-driven tools to improve governance. The work builds on the progress of prior years, including the tremendous amassed work of the Independent Reporting Mechanism (IRM) in review OGP action plans and the lessons and case studies from OGP's other work.

Research work falls broadly into three categories as shown in the figure below.

Figure: OGP research and results



Each of the concentric circles represents a body of research products and questions. In essence:

- A. **OGP processes:** What are the drivers of success in OGP broadly? Where does it have impact?
- B. **OGP commitments and reforms:** Which reforms within OGP have the highest impact? Why?
- C. **Open government impacts and values:** When does open government have a positive impact? When does it have other effects?

Research on this work is carried out within the Support Unit and IRM, as well as in a broader community of researchers, activists, and academics. This document, however, focuses on core work by the **Analytics and Insights** team within OGP in collaboration with other OGP Support Unit & IRM teams as well as external partners. It does not include the significant work being carried out as part of the IRM or OGP's broader learning agenda. Each of the above lines of work has one highlighted section.

A. Vital Signs: OGP Process and Outcomes

A core part of OGP's research work has been the publication of occasional "[technical papers](#)" by the IRM. This work is a primarily data-driven look at what is working and what is not in OGP. Topics in the past have included quality of the multi-stakeholder process in countries, OGP implementation, the relationship between commitment design and results, and special topics such as open data or public participation.

In 2020-2022, this data-driven "health check" will be called **OGP Vital Signs**. Earlier examples of this work can be found [here](#), [here](#), and, as part of the 2019 Global Report's [introductory chapter](#). This work seeks to illuminate where OGP's strengths and weaknesses are, tracking progress on key results indicators and attempting to explain drivers of success and failure.

With a newly relaunched series, the Vital Signs series will build on the success of earlier work and seek to reflect the quickly growing evidence base with a number of new innovations:

- **Process:** How does a successful multi-stakeholder approach contribute to reform results? OGP has recently introduced much more precise data on the quality of OGP action plans
- **Time series data:** Can OGP reforms help explain variation in results across different policy areas? With the database built up as part of OGP's global report, we can now track progress across multiple years in specific policy areas and identify where improvements (or declines) were coincident with OGP reforms.
- **Longitudinal impacts:** How do reforms unfold over the course of several action plans? Prior analysis has not tracked reforms that fell across multiple commitments and action plans. This will require some qualitative research.
- **Contributions:** To what extent did the OGP process, community, and Support Unit/IRM contribute to results. Beginning in 2020, OGP will collect stronger data on the role that OGP played in bringing about results. The IRM will collect stronger data linking OGP's multi-stakeholder approach to specific reforms, tracking uptake of its own results, and tracking specific interventions by members of the Support Unit.

This work represents a significant growth in analytic capability and will add quantitative evidence about when and where OGP's approach has its most significant impacts. In addition to papers, there is an opportunity to improve visualization of the underlying data on OGP's website (which is currently synchronic but could begin to show time-series indicators in Q1 of 2020, contingent on funding).

Specifically, this can contribute to larger discussions in the broader OGP community for "OGP at 10," when the tenth anniversary of the partnership (in 2021) will occasion discussion of what elements of the model can use improvement and how.

Other work not included here: DfID/Oxford Policy Management's Prospective Review of OGP in Africa; OGP's Priority Country Narratives.

B. OGP Commitments and Reforms

OGP's capacity to carry out analysis on specific reforms across policy areas has grown significantly in the last several years. While there has been considerable amount of research on specific commitments in specific countries, before 2019, less attention had been paid to the content and substance of reforms.

Scope

As a part of preparation for OGP's first Global Report, a number of key policy areas were identified for data collection, analysis, and recommendations. (See figure below for status of all current strategic policy areas.)

These areas, which align with the OGP Three Year Plan are summarized in the figure below.

Figure: Priority policy areas

| Policy area | Subtopic | Status |
|-----------------------|--|---|
| Civic space | Expression | Published - OGP Global report |
| | Association | |
| | Assembly | |
| Anti-corruption | Beneficial ownership | |
| | Open contracting | |
| Public services | Water and sanitation | |
| | Education | |
| | Health | |
| Extractive industries | Revenue, licensing, environment, gender, state-owned enterprises (with EITI support) | Published |
| Justice | Access to justice / civil justice (with World Justice Project) | Published |
| | Access to justice / criminal justice | Public consultation scheduled |
| | Justice for open government and rule of law | Conceptual / database assembled |
| Political integrity | Open policy-making (with World Bank) | Draft complete, under review |
| | Lobbying Right to information Political finance Interest and asset declaration (politically exposed people) Land | Preliminary discussion with partners on concept and data collection |

| | | |
|--------------------|--|-------------|
| Digital governance | Open government and automated decision-making (with Carnegie-Mellon University) | In progress |
| | Open government in technology regulation (with CMU; additional concept note with World Bank) | |
| | Disinformation and political communication | Conceptual |
| | Civic space online | Conceptual |

Content

For each area, OGP staff and external partners carry out analysis on (1) OGP state-of-play both in action plans and using third-party data; (2) assembly of illustrative, generalizable reform case studies; and (3) identification of action-plan ready reforms.

For 2020-2022, in the lead up to the OGP Global Summit in Korea, work will focus on the three main uncomplete areas:

- Justice
- Political integrity
- Digital governance

Justice research is primarily being completed in 2020, although the Rule of Law work will likely continue into the last quarter of the year.

Political integrity work has begun with research into open policy making with the World Bank's Rulemaking Team (expected publication Q2 2020). The International Development Research Council is supporting conceptual work on mapping the state of open data for Political Integrity through the "Global Data Barometer" (formerly the Open Data Barometer/ Open Data Index). There are strong prospects that they will support data collection on this work with OGP's support with principal investigators located at the Latin America Open Data Institute (ILDA). Other (non-financial) partners in discussion for this project include Open Data Charter, Global Data Barometer, International IDEA, landportal.info, Transparency International. There is additional interest in supporting data gathering by GIZ. *No specific funds have been identified to carry out analysis or qualitative research following the initial data gathering phase.*

Digital governance work has begun in collaboration with Carnegie-Mellon University (with former UN Human Rights Ambassador Sarah Mendelson) to research a variety of topics under this umbrella. This follows on a 2019 strategic review of OGP's comparative advantage in this emerging field which identified these areas for action. Funding for this work can come primarily through existing Department for International Development grants.

Beyond content, there is still some discussion about format. Options include (1) small, audience-focused modules; (2) a large compendium of topics; or (3) anthologized versions of individual modules. As with the 2019 Global Report, these options are not mutually exclusive.

Other work not included here: Thematic knowledge products covered by the World Bank OGP Multi-donor Trust Fund, annual publications such as "Starred and Major Commitments in OGP Action Plans," and "What's in the New Action Plans."

C. Open government impacts

Beyond looking at OGP, there is constant demand from OGP stakeholders to curate evidence for when and how open government works. In 2016, the OGP Steering Committee requested an assembly of the extant literature on open government. The end product was one of OGP's most successful and popular tools to date, [*The Skeptic's Guide to Open Government*](#) (2018).

The Skeptic's Guide report looked at five areas of impacts for open government: public service quality, corruption prevention, cost efficiency, business environment, and trust. It presented them in a manner that allowed speech writers, NGOs and officials to choose important talking points and results from across the globe inside and outside of OGP. This easy-to-use, but honest and rigorous approach helped improve the precision and materiality of discussion in the broader open government community.

For 2020-2022, the aim is to revamp this popular product. Two things have changed in the past two years. First, the evidence base for particular policies and practices has grown exponentially (see for example, discussions on social audits or community score cards). Secondly, work around priority policy areas has grown significantly with full-time “policy area” experts in gender, justice, anti-corruption, and other areas as well as formal and active partnerships with organizations such as Open Ownership and Open Contracting Partnership for whom OGP is a core part of their strategy.

The next edition will follow closely on the draft Third [*OGP Research Agenda*](#) which helps to organize OGP's researchers around core topics of interest. This year differs in that it aims to gather, analyze, and learn about results of *specific policies*, rather than impacts. The 2020-22 *Skeptic's Guide* will be collaboratively developed with experts in core policy areas with an explicit intent of using *multiple disciplines, methods, and criteria* for analysis. *No specific funding has been identified for this work as of January 2019.*

Session 7a: Summary 3YP + Budget Presentation

Session Outline

Overview

This session will provide a top-line summary of the 3YP strategic areas discussed in the previous days and present the budget to support the implementation of these activities for Steering Committee sign-off. The SC-endorsed budget will then be sent to the Board for final review and approval.

Decision points

1. Steering Committee sign-off on the budget before it goes to the Board for final approval

Reference Materials

1. Summary of 3YP Feedback (page 68)
2. 2020 Budget and Memorandum – **for Steering Committee sign-off** (page 71)

Materials attached separately from the main pre-meeting packet:

3. Final 3YP Document - **for Steering Committee endorsement**

Responding to Feedback on OGP's Three-Year Plan

After sharing OGP's draft three-year plan (3YP) publicly, the Support Unit/IRM team began a period of public consultation. We received feedback from members of the OGP community, OGP strategic partners and had bilateral discussions with all but two of our steering committee members. This feedback has been extremely helpful in sharpening the 3YP and significant updates have now been made to the document.

This note summarizes the feedback we heard and the adjustments we made to the plan in response. While the comments were varied, this note groups them in three broad categories.

Feedback area #1

OGP needs to continue providing demonstrable value to all members across all aspects of open government, beyond the “focus” areas.

We heard from some stakeholders that the prospect of “priority” areas raises concerns that other areas won't receive the support or attention they need to succeed. The entire partnership deserves to get value from its participation in OGP, and must be able to demonstrate that value in order to maintain political support.

Beyond clarifying the support and attention that “non-priority” areas would receive, this feedback included a push to think more broadly about what contributes to open government and how that leads to results—including beyond the OGP action planning cycle. We heard inputs on the re-stated theory of change; requests to capture and showcase reforms that happen outside of action plans; encouragement to value both incremental as well as “big bang” reforms; and more. The role of civil society was also thought to be underplayed in some parts of the draft.

This feedback was not always consistent, as different partners brought different perspectives. Some were worried that OGP would become too much of a campaigning organization, pushing its own agenda on member governments; others explicitly requested more campaigning, including on critical issues like civic space protections. Some felt the table on universal services and advanced services was too much insider talk; others felt it practically laid out the different options for OGP members.

How we responded

Some of these inputs were incorporated in fairly straightforward ways, such as by clarifying the “universal” vs. “advanced” services and by being clear that it is the combination of government and civil society reformers that makes OGP work, not one or the other in isolation. The plan now gives greater attention to the ways we'll improve universal services going forward, including by making the IRM more user-friendly and by improving the knowledge/learning resources we provide. The updated theory of change also makes clear the necessity for a strong baseline of support from OGP to its members, so that any commitment, country, policy area or global advocacy opportunity can be advanced whether or not it is a 2020 focus area for the Support Unit.

Balancing contradictory inputs is a more difficult task. Within the Steering Committee in particular there are differing views on whether OGP should be more vocal and visible in taking a stand on certain issues, or whether that would be counter-productive to the reformers particularly within governments who are engaged in the messy day to day work of open government. This tension warrants further discussion, in particular as OGP approaches its 10th anniversary in 2021 when the next global Summit is likely to be held. For now the 3YP maintains that OGP has an important advocacy role to play on the global stage, but leaves open the possibility for different tactics and approaches for example on whether or not OGP should follow the *Break the Roles* campaign with a campaign on civic space.

The updated 3YP also expands on the importance of OGP being a strong knowledge and learning hub, including for open government reforms that take place outside of OGP action plans. This is captured in the plans for knowledge and learning embedded across the 3YP, and in specific 2020 activities. It also shows up in a clear intent to look again at OGP's rules of the game, and ensure that the structures of OGP are fit for purpose as the partnership approaches the 10th anniversary.

Feedback area #2

The plan is not clear enough on what it means for something to be a “focus” (formerly “priority”) area, including how those areas are selected.

The draft 3YP introduced the idea of priority areas under our strategic approaches, including priority countries, priority commitments, and priority themes. While a few stakeholders disagreed with the specific priorities mentioned, we heard overall support for need to prioritize and focus in order to ensure the partnership creates lasting results. There was general agreement that the Support Unit in particular needs to prioritize its staff time and resources over the coming three years.

The questions we heard most often were: how were the priority areas selected, and what does it mean to be a priority? How often will priorities shift? And what does it mean not to be a priority, particularly in the context of priority countries? Along with these requests for clarity, we also heard suggestions for how to better target and improve our planned support in these areas.

There were also many suggestions of specific activities the Support Unit, IRM, Steering Committee or other partners could undertake to help advance the Collective Results.

How we responded

We took several steps in this updated plan to respond to this feedback. First, we've reframed the “priority” areas as “focus” areas—an acknowledgement that the country stakeholders in a diverse partnership may each have their own priorities that are all equally valuable, but that these areas are meant to provide focus to the work the Support Unit and IRM in particular to advance the partnership as a whole. Second, we clarified the criteria and process we use for determining the focus areas that can best benefit from our support and fleshed these out in more detail under each of the strategic approach section. We also clarified that the list of focus areas will be reviewed periodically, and that new opportunities may emerge that should be considered priorities even if they are not on the current list. Third, we outlined under each strategic approach in more detail what universal support will be given to all commitments, countries and themes.

Finally, we've included further detail on the specific activities planned to provide support to each focus area. While this support will evolve as opportunities shift, we hope the details included in the plan will help the OGP community to understand what to expect from the Support Unit in each area, so that we can work better together.

Feedback area #3

But can we get it done?

The final set of feedback we heard was around the execution of this plan. What are the details of how the Support Unit/IRM will get things done? Do we have resources to match the ambitions? Are the programmatic ambitions too high given our capacity—or conversely, too low to achieve the ultimate impacts described?

Embedded in much of this feedback is the issue of accountability: what exactly can members of the partnership expect of the Support Unit/IRM team, and what will we be held accountable for?

How we responded

The updated 3YP includes specific 2020 activities under each Strategic Approach, to be carried out by different parts of the partnership. This replaced the previous “roles and responsibilities” section under each strategic approach which was felt to be duplicative and too vague. These activities in turn drive the 2020 budget which has also been added to the plan. The combination of specific activities and budget should be the basis for an ongoing discussion around implementation of the 3YP, including with the community, the Steering Committee and within the Support Unit and IRM.

To understand better the overall health of the partnership, a new activity has been introduced called the OGP Vital Signs project that will bring together evidence and data from multiple sources to understand how the partnership is performing and make recommendations on where improvements can be made.

In addition, this plan attempts to clarify roles better, specifying where the Support Unit/IRM focuses its time and resources, versus areas where other strategic partners play a lead or primary role. This is contained within an expanded theory of change section.

In terms of resources, the medium-term budget also outlines where additional fund-raising is needed.

2020 Budget Memorandum

To: OGP Steering Committee
From: Kate Lasso, OGP CFOO
Re: Proposed 2020 Budget
Date: February 27, 2020

Introduction: In 2020, OGP is proposing an organizational budget of \$12.58 million in expenditures, with an anticipated income of \$12.57 million. The near-match of income and expenses allows us to maintain the targeted operational reserves of 3 months of expenses, consistent with our prudent policy. The proposed 2020 budget supports execution of the three-year implementation plan (3YP) for 2020-2022, which the Steering Committee has shaped and overseen. Under the 3YP framework, OGP's 2020 activities advance four Collective Results:

1. **Commitments:** Ambitious open government reforms that empower citizens to shape and oversee government are credibly implemented.
2. **Countries:** OGP countries role model values such as government-civil society cooperation, inclusion and civic space, and advance a holistic open government agenda.
3. **Themes:** Policies that empower citizens through transparent, participatory and accountable government are implemented by reformers in government and civil society across multiple countries, raising the bar on cross-country open government standards and principles.
4. **Global:** Open government issues have a stronger presence on the global stage, including in global governance fora and frameworks.

These interrelated Collective Results will be advanced through five strategic approaches as discussed in OGP's 3YP:

1. **A stronger universal OGP platform supports reformers to advance open government in local, national and regional contexts.** Over the next three years, the OGP SU and IRM will build a stronger platform for all 78 national members and a growing contingent of locals to access resources, tools, guidance and peer inspiration on open government.
2. **OGP commitments deliver results for citizens.** Over the next three year the most transformative commitments that have the potential to have tangible benefits for citizens should be credibly implemented. Better support needs to be provided to reformers to form effective coalitions for change, armed with the necessary political backing, inspiration from peer countries, technical knowledge and resources to implement ambitious open government reforms using the OGP platform.
3. **OGP countries become "Bright Spots".** OGP countries should role model open government and act as exemplars of the partnership, or "bright spots". Reformers in government and civil society should work together to maintain political commitment to

open government, demonstrate inclusive co-creation, produce ambitious action plans, and credibly implement their most transformative commitments.

4. **Thematic policy areas see greater ambition and implementation.** Key policy areas that can change the status quo by advancing new and old open government norms, principles and standards should see greater uptake through Action Plans and advance the global movement in that area, spurred by cross-country coalitions of reformers in government and civil society.
5. **Global advocacy strategies spur country action.** OGP actors should come together as part of global advocacy strategies to advance country-level action that moves openness and democracy forward. Through global and regional events, leveraging global platforms, stronger political leadership and smart use of campaigns, OGP can showcase the work of reformers and champions at a global stage to inspire more concrete progress from other members.

Action for the Steering Committee and the Board of Directors: The attached budget encompasses anticipated income and planned expenses for January – December 2020. Please note that this budget incorporates the pro rata budget extension until February 2020 that was approved by the Board of Directors in November 2019. As per the MoU on division of responsibilities between the Steering Committee and the Board, we welcome questions or comments from the Steering Committee about how this proposed 2020 budget aligns with strategic directions of the 3YP (as further articulated below). The Board has the formal role of approving the budget taking into account available resources and operational reserves.

Summary of SU-IRM Financial Position - Revenues and Expenditures: Several factors contribute to OGP's financial position as we enter 2020: (i) an estimated net income balance as of December 31, 2019 of US\$3.18 million; (ii) confirmed funding commitments for 2020 of approximately US\$9.72 million; and (iii) an additional US\$2.85 million in anticipated income (including annual country contributions) to support 2020 expenditures. This brings the total estimated available funds for the SU-IRM in 2020 to approximately US \$15.74 million. In 2020 OGP has planned expenditures of US\$12.58 million, which predicts a cash reserve of US\$3.16 million as we enter 2021, nearly identical to the 2020 ending balance.

2020 planned expenditures (\$12.6 million) are projected to increase by 5.7% compared to OGP's approved 2019 budget of \$11.9 million. OGP's projected actual expenses for 2019 are US\$10.9 million, meaning an expected underspend of about 9%. The expenditure increases in 2020 reflect additional investments primarily in two cost categories, offset by cost reductions in two other cost categories:

1. Staff cost increase for (i) new capacity: in 2020, we plan to hire 6 staff (2 for the EU-sponsored Country Support work, 2 for the Local program, 1 for our Thematic work and 1 for IRM), for a total staff of 61, and (ii) salary adjustments reflecting modest cost of living and performance-based adjustments. Overall, we note that staff costs (at \$7.49 million)

constitute 59.5% of OGP's overall budget, resulting in a prudent staff (fixed) to non-staff (variable) ratio.

2. Grants & Awards increase to provide grants for work anticipated under the forthcoming EU grant.
3. Professional Services decrease, both due to the IRM Refresh and because no Global Summit is planned for 2020.
4. Travel & Meetings decrease because no Global Summit is planned for 2020.

The SU-IRM financial position for 2019 and 2020, comprising aggregate revenue, expenditures, and anticipated reserves is summarized below in Table I:

| Table I: Financial Position 2019-2020 | 2019 (US\$) (unaudited actuals) | 2020 (US\$) (projected) |
|--|--|------------------------------------|
| Revenue | \$11,484,867 | \$12,566,009 |
| Expenditures | \$10,891,244 | \$12,584,904 |
| Cash Balance & Receivable(end-year) | \$ 3,177,470 | \$ 3,158,575 |

Note: these figures do not include information about a pass-through grant to Oxford Policy Management.

Highlights of the 2020 Proposed Budget:

While implementing the five strategic approaches outlined above, and discussed in detail in OGP's 3YP, OGP will seek to balance its staff time and other resources between managing the Universal OGP Platform (Approach #1) and the Specific Focus areas (Country, Themes, Commitments, Global) identified under Approaches #2, 3, 4 and 5. Our principal asset and resource are staff time, and this year we have undertaken a systematic exercise through our management team retreat to estimate and project how staff will be allocating their time across universal and focus areas to support 3YP priorities in a balanced way. While these estimations constitute rough approximations and plans given overlaps among areas (e.g., country work simultaneously supports thematic, commitment work simultaneously supports country and thematic, etc), we have attempted this rough approximation of a program budget for the first time to provide SC and Board a clearer sense of how staff time and variable costs will be deployed in support of the strategic directions in the 3YP.

As Table 2 below reveals, 61% of OGP's overall 2020 expenditures support Universal Platform activities while 39% support Focus activities. This approach demonstrates our commitment to first supporting all OGP members, while also recognizing that there are some commitments, countries, themes and global strategies where conditions exist to make significant progress and where OGP could add value and complement the work of our partners. This split captures the spirit of the main feedback we received during the 3YP consultations with the Steering

Committee and the community that we support all OGP countries, while also advancing results in focus areas.

Expense line items in bold provide summary information for Salaries and Benefits, Travel and Events, Professional Services, Grants, Other Expenses (other direct costs such as supplies, licenses, printing, etc.) Percentages of the total by cost category are provided in italics.

Table 2: 2020 Expenses Recap by Strategic Approach and Collective Result

| | Salaries and Benefits | Travel and Events | Professional Services | Grants and Awards | Rent, Depreciation | Other | Total |
|----------------------------------|------------------------------|--------------------------|------------------------------|--------------------------|---------------------------|----------------|-------------------|
| Universal | 4,445,294 | 865,589 | 1,507,210 | 0 | 515,088 | 352,259 | 7,685,440 |
| <i>Universal %</i> | <i>57.84%</i> | <i>11.26%</i> | <i>19.62%</i> | <i>0%</i> | <i>6.70%</i> | <i>4.58%</i> | <i>100%</i> |
| Focus | 3,048,864 | 500,625 | 642,551 | 630,000 | 0 | 77,425 | 4,899,465 |
| Country | 915,025 | 150,248 | 192,842 | 189,076 | 0 | 23,237 | 1,470,428 |
| Themes | 903,901 | 148,421 | 190,498 | 186,777 | 0 | 22,954 | 1,452,551 |
| Commitments | 503,356 | 82,651 | 106,083 | 104,011 | 0 | 12,783 | 808,883 |
| Global | 726,582 | 119,305 | 153,128 | 150,137 | 0 | 18,451 | 1,167,603 |
| <i>Focus %</i> | <i>62.23%</i> | <i>10.22%</i> | <i>13.11%</i> | <i>12.86%</i> | <i>0%</i> | <i>1.58%</i> | <i>100%</i> |
| Total | 7,494,157 | 1,366,214 | 2,149,761 | 630,000 | 515,088 | 429,684 | 12,584,904 |
| <i>Total % Universal + Focus</i> | <i>59.55%</i> | <i>10.86%</i> | <i>17.08%</i> | <i>5.01%</i> | <i>4.09%</i> | <i>3.41%</i> | <i>100%</i> |

Breakdown by Strategic Approach

- **Universal Platform** - comprised of ongoing support for OGP participating governments and civil society organizations on both national and local levels - the Universal Platform constitutes our largest commitment accounting for \$7.7 million or 61% of our budget.
- **Focus** - supporting focus Countries, Themes, Commitments and Global activities, these represent \$4.9 million or 39% of OGP's overall budget. Broken down by specific collective result, the investment in Focus activities is as follows: Country (\$1.47 million or 30%), Thematic (\$1.45 million or 29.65%), Commitments (\$808,883 or 16.52%) and Global (1.17 million or 23.83%).

Confirmed vs. Anticipated Income

OGP's yearly income is consistently derived from three sources: government grants (41% of 2020 anticipated income), foundation grants (37% of 2020 anticipated income) and country contributions (22% of 2020 anticipated income). As stated above, of the \$12.57 million anticipated in 2020, \$9.71 million is confirmed (comprised of bilateral donor funds and foundation

grants) and \$2.85 million is not yet confirmed. The 2020 unconfirmed income is from two sources. The first is \$2.8 million in government contributions, a core source of OGP's annual income, projected as similar levels to what was received in 2019. Second, OGP has made a very modest assumption regarding a new two-year grant from USAID starting October 2020.

Operating Reserves

As a young organization, OGP has established a policy of maintaining a prudent operating reserve equal to approximately 3 months of expenditures, which is consonant with the policies of many similar non-profit organizations. OGP estimates that its cash reserve at the close of 2020 will be in that range, equivalent to 3.01 months of its 2020 spending level.

Fundraising

The three-year prospective budget OGP has developed to complement the 3YP is designed to provide a resource base that keeps pace with growing demand from national and local partners to support their work to open up their governments. OGP's 3YP provides a roadmap for better implementation of OGP's mission and vision, given both OGP's growth and changed operating environment.

One outcome of the 3YP process is more clarity about how OGP delivers on its strategy, both through universal services to all civil society and government participants and focus areas that will receive additional investments of time, energy and resources. A second outcome of the 3YP and three-year budget is that OGP has identified funding gaps on the horizon, in 2021 and 2022, that must be filled if we are to accomplish our medium-term goals. This gap arises in large part because the grant from one of OGP's largest funders (UK DFID) ends in March 2021. A key fundraising priority is the renewal of DFID's support to OGP from 2021 onward. Other donors whose current grants end in 2021 include the Hewlett Foundation and Sida. These renewals are included in the 2022 projections based on our assessment of likelihood.

OGP's three-year budget projections (without DFID) reveal a US\$2.75 million fundraising goal in 2021 and a US \$3.75 million fundraising goal in 2022. OGP is currently in discussions with several additional prospective donors that have expressed interest in supporting OGP's work. We are also planning to develop a medium-term fundraising strategy in 2020 that will focus on raising additional income from country contributions, bilateral agencies and private foundations in 2020 and beyond to support the ongoing implementation of our new three-year implementation plan. This may include specific focus areas like the OGP Local strategy which is set to expand significantly. At the same time, OGP has built flexibility in its planning for 2021 and 2022, which means that a second option would be to reduce expenditures if warranted.

OGP Secretariat

Proposed 2020 Budget with 2021, 2022 comparisons

For Endorsement of the OGP Steering Committee

25 February 2020

| | 2019 | 2020 | 2021 | 2022 |
|--------------------------------------|-------------------|---------------------|---------------------|---------------------|
| Beginning Carryover Reserves | 2,583,847 | 3,177,470 | 3,158,575 | 3,361,596 |
| | 12.31.18 balance | 12.31.19 balance | 12.31.20 balance | 12.31.21 balance |
| | <i>Budget</i> | <i>Budget</i> | <i>Budget</i> | <i>Budget</i> |
| Hewlett | 1,250,000 | 1,250,000 | 1,250,000 | 1,250,000 |
| Hewlett evaluation | | 45,000 | - | - |
| Luminate | 950,000 | 750,000 | 750,000 | |
| OSF + Challenge Grant | | 1,533,333 | 1,533,333 | 1,533,334 |
| OSF - Evaluation | - | | | - |
| Ford | 700,000 | 700,000 | 700,000 | 500,000 |
| DFID | 3,339,802 | 2,230,000 | 547,764 | |
| DFID evaluation | 189,290 | | | |
| USAID | 356,328 | 50,000 | 250,000 | 200,000 |
| US State Dept. | - | - | - | |
| Government Contributions | 2,709,814 | 2,800,000 | 2,800,000 | 2,800,000 |
| IDRC | 463,712 | 200,000 | 200,000 | |
| SIDA | 1,525,921 | 1,525,921 | 1,525,921 | 1,525,921 |
| WB Trust Fund | - | 176,880 | 176,880 | 337,680 |
| Chandler | | 200,000 | 200,000 | 200,000 |
| Mott | | 150,000 | 150,000 | - |
| EU Grant | - | 954,875 | 828,013 | 828,013 |
| New/targeted revenues | | | 2,750,000 | 3,750,000 |
| Total Revenue | 11,484,867 | 12,566,009 | 13,661,911 | 12,924,948 |
| | Estimated Actuals | | | |
| Salaries & Related Expenses | 6,180,780 | 7,494,157 | 7,793,923 | 8,183,619 |
| Professional Services | 2,338,300 | 2,149,761 | 2,235,751 | 2,214,254 |
| Facilities & Admin. Expenses | 333,011 | 407,088 | 419,301 | 431,880 |
| Ext. Relations (Travel and Meetings) | 1,619,616 | 1,366,214 | 1,807,200 | 1,861,416 |
| Grants & Awards | 50,607 | 630,000 | 648,900 | 668,367 |
| Depreciation | 81,349 | 108,000 | 111,240 | 114,577 |
| Other Expenses | 264,613 | 429,684 | 442,575 | 455,852 |
| Internal Fees | 22,968 | - | - | - |
| | | | | |
| Total Expenses | 10,891,244 | 12,584,904 | 13,458,890 | 13,049,890 |
| | 2019 | 2020 | 2021 | 2022 |
| Fixed | | 10,036,321 (80%) | 10,422,027 (77%) | 10,850,709 (83%) |
| Variable | | 2,548,583 (20%) | 3,036,864 (23%) | 2,199,181 (17%) |
| | | | | |
| Ending Reserves | 3,177,470 | 3,158,575 | 3,361,596 | 3,236,654 |
| | | 3.01 months | 3.0 months | 2.98 months |

Session 7b: Joint Board and Steering Committee Session

Session Outline

Overview

The Chair of the OGP Board of Directors, Mark Robinson, will open the session with an update on the Board's activities, and will then take questions from the Steering Committee (15 minutes).

Following the Board Chair's update, there will be a discussion on the relationship between the Board and Steering Committee. This is the first joint in-person session of the two bodies. The following documents will guide the discussion: i) Memorandum of Understanding between the Board and the SC; and ii) Chart of Board Responsibilities in relation to the SC (45 minutes).

Objectives

- Share information with the Steering Committee about the Board's activities.
- Identify areas where the Board and Steering Committee are working well together, and where there are areas for improvement.
- Collect ideas for strengthening the relationship between the Board and the Steering Committee in future.

This session is non-decisional.

Background Information & Reference Materials

After OGP's launch, the Support Unit and IRM operated as a project of its fiscal sponsor, the Tides Center. Tides provided the fiduciary and legal oversight of the organization, including budgeting, staff employment and compliance issues.

On February 19, 2016, after several years of extensive deliberation, the OGP Steering Committee adopted a resolution to establish a new, independent nonprofit corporation 501(c)(3) in the United States made up of the OGP Support Unit and the Independent Reporting Mechanism, known legally as the Open Government Partnership Secretariat. Through this resolution, the Steering Committee adopted the bylaws for incorporation of the OGP Secretariat and a Memorandum of Understanding (MoU) between the Board and the Steering Committee (see list of reference materials below).

The OGP Secretariat was formally incorporated on March 10, 2016 and began functioning as an independent nonprofit corporation on April 1, 2018, following the completion of the "spin-off" process from the Tides Center. See blog post outlining this process [here](#).

Reference materials:

- Memorandum of Understanding between the Board and the Steering Committee and Chart of Board Responsibilities (attached separately from this packet)
- [Articles of Governance](#) (for reference only)
- [Bylaws of the OGP Secretariat](#) (for reference only)

Division of Responsibilities: Board and Steering Committee

As outlined in the [OGP Articles of Governance](#) and the [bylaws](#) governing the Board of Directors, the Steering Committee is responsible for the strategic leadership and policy direction of OGP, and the Board of Directors is responsible for the fiduciary and legal oversight of the OGP Secretariat. These documents also outline where both bodies are to coordinate closely for the successful operation of OGP and the Secretariat. A formal MoU was approved in parallel to the bylaws to outline the working relationship between the Steering Committee and the Board of Directors.

To complement these documents, in 2017, the Board of Directors adopted a chart of responsibilities to show where the Board and the Steering Committee roles intersect. It does not cover the entire remit of Steering Committee responsibilities, only those where the Board has focused fiduciary-legal responsibilities, in order to clarify the complementary roles in those areas only. The Board has used this chart for the onboarding process of its directors.

A detailed summary of the overall Steering Committee roles and responsibilities is included in the Articles of Governance and is not the focus of this note.

Discussion and Next Steps

The Support Unit will use the joint session discussion to prepare a proposal for the Governance and Leadership Subcommittee and the Board to agree virtually on any revisions to the MoU, as needed. Any revised MoU would then be sent to the full Steering Committee for approval by circular.

Please note that Bylaws may be amended by majority vote of the entire Board, provided, however, that no amendment to Sections 1.02, 3.03, 3.04, 3.05, 5.07, 7.02, Article VIII or Article XI shall be effective until also approved by the OGP Steering Committee.