

**OGP STEERING
COMMITTEE MEETING**
14 & 15 December 2020
Virtual Meeting

Pre-Meeting Briefing Packet

Table of Contents

OGP Steering Committee Agenda	1
Logistical Note	5
Proposed Breakouts	6
Draft List of Attendees	7
Pre-Reading Material Summary	9
Session 3a. Regional Breakouts: Asia-Pacific	10
Session 3b. Regional Breakouts: Europe	13
Session 3c. Regional Breakouts: Africa & MENA	16
Session 3d. Regional Breakouts: Americas	19
Session 4a. Thematic Breakouts: Civic space	22
Session 4b. Thematic Breakouts: Anti-corruption	25
Session 4c. Thematic Breakouts: Digital governance	28
Session 5. OGP@10 Special Projects	31
Session 6a. 2021 OGP Budget	37
Session 6b. Country Contributions	43



OGP Steering Committee Agenda

Virtual Meeting | 14 & 15 December 2020
07:00 - 10:00 Washington DC Time (EST)

Agenda Overview

2021 represents an unprecedented alignment of opportunities to advance OGP's local, country, thematic and global objectives: there will be over a 100 action plans co-created by national and local members; the current global context provides an opportunity to leverage new or strengthened partnerships in key thematic areas relevant to global challenges; our 10th anniversary will place a global spotlight on OGP; and OGP's global summit will be the largest post-pandemic gathering of open government reformers, to name a few.

The objective of this meeting will be to discuss **how the full Partnership - and the Steering Committee - can collectively make the most out of this opportunity**. Some guiding questions include:

- How can we incentivize ambitious reforms across the 100+ action plans and use them to advance norms across focus themes?
- What region-specific opportunities, or challenges, should be considered to move the open government agenda forward?
- How can Steering Committee members maximize their participation in the other global fora and events in 2021 and position OGP as a platform to translate commitment into action?
- How can we ensure the Global Summit and 2021 campaign translate into action-forcing moments to tackle some of the most critical challenges the community is currently facing and link to the 100+ action plans?
- What are some ways in which Steering Committee members make a closer connection between their government/organization's efforts and their role in the SC to leverage this big opportunity?

To help answer these questions and frame these discussions on concrete actions, the agenda for this meeting has been developed around the proposed 2021 work plan. The Support Unit will collect feedback on the work plan from the Steering Committee in advance and throughout the two days of meetings, and present a summary of this feedback and how it will be incorporated into the work plan at the end.

The Steering Committee will then be asked to approve the 2021 work plan (pending the incorporation of input received into the final version) and sign-off on a budget proposal to support its implementation. The Board of Directors, who will meet following the Steering Committee meeting on December 17, will review and formally approve the budget.



DAY 1 - December 14 | 07:00 - 10:00 EST

07:00 - 07:10 **Welcome and agenda**

07:10 - 07:55 **Session 1: State of the Partnership and Opportunities for OGP in 2021**

Overview: During this session the CEO of OGP will present the results vision for 2021, including the strategic objectives and opportunities for the Partnership. This session will also include a brief overview of the 2021 Work Plan, including any initial feedback received by the Steering Committee, and the agenda for the following two days.

Objective(s):

- Present the opportunities for 2021 and the overview of the Work Plan to help maximize them.
- Provide space for feedback on the overall strategy for 2021.
- Provide an overview of the meeting agenda.

Reference material(s):

- 2021 Work Plan (downloadable [here](#))
-

07:55 - 08:00 **Break**

08:00 - 08:55 **Session 2: Leveraging the 100+ National and Local Action Plans in 2021**

Overview: This session will include a presentation of country-level data and learning from previous years to inform the approach for incentivizing ambitious action plans in 2021. The session will also include an introduction to the new Local cohort and ideas for how they could be supported.

Objective(s):

- Get input from the Steering Committee on creative ways to support inclusive co-creation and ambitious commitments across the 100+ local and national action plans.
-

08:55 - 10:00 **Session 3: Regional breakouts**

Overview: The Steering Committee will be divided into four regional breakouts to discuss region-specific strategies, highlighting challenges and opportunities, and specific actions that the Steering Committee could take to collectively, and individually, within each region.

N.b. Asia-Pacific breakout is scheduled for December 15 at 16:00 SST to accommodate a more reasonable time difference.



Objective(s):

- Discuss ideas for regional strategies in 2021, including the role of Steering Committee, Support Unit and other partners.

Reference material(s):

- Regional reference sheets and guiding questions (p. [10 - 21](#))
-

DAY 2 - December 15 | 07:00 - 10:00 EST

07:00 - 08:10**Session 4: Leveraging Thematic Opportunities + Breakouts**

Overview: This session will include an overview of thematic progress across OGP before the Steering Committee breaks into groups to discuss draft strategies to advance thematic priorities in 2021 (e.g. civic space, anti-corruption, and digital governance) in order to maximize the alignment of co-chair priorities, new and existing thematic partnerships, and the global action-forcing moments in 2021.

Objective(s):

- Discuss ways to incentivize local and national OGP members to advance existing, or set new global norms across thematic priorities.
- Get ideas from the Steering Committee on how to link OGP with other global fora to advance country-level action and forge new and/or strengthen existing partnerships (e.g. OECD, UNGASS, IACC, G20, etc).

Reference Materials:

- Thematic reference sheets and guiding questions (p. [22 - 29](#))
-

08:10 - 9:10**Session 5: Shaping OGP@10 global advocacy**

Overview: This session will provide an overview of OGP@10 “special projects” taking place in 2021 and culminating at the Global Summit, that complement the overall work plan. The discussion will then zoom in on the Global Campaign and key activities leading to the Summit, including on how the Co-Chair priorities can reinforce these objectives in 2021.

Objective(s):

- Discuss the role of the Steering Committee in the key activities leading up to the Global Summit, including the Co-Chair Call to Action, Open Gov Week, and other key moments.

Reference Materials:

- OGP@10 Special Projects (p. [31 - 36](#))
 - Global Campaign section of [2021 Work Plan](#) (p. 4 - 5)
-



9:10 - 9:15

Break

9:15 - 09:55

Session 6: Sign-off of the 2021 Work Plan and budget & financial health update [Board Chair to join this session]

Overview: This session will provide a summary of the input collected prior and throughout the meeting on the 2021 Work Plan. This session will also include a presentation of the 2021 budget, including an update on the financial health of the Partnership and country contributions received to date. The Steering Committee-endorsed budget will then be sent to the Board for final review and approval, pursuant to the Board's legal and fiduciary responsibilities.

This session will also include an update from the Chair of the Board.

Objective(s):

- Get Steering Committee conditional approval of the 2021 Work Plan, pending input received to be incorporated into the final version to be sent with the minutes [**decision point**].
- Get Steering Committee endorsement of the budget proposal to be sent to the Board for final review and approval [**decision point**].

Reference material(s):

- [2021 Work Plan](#)
 - Memo to the Steering Committee on the 2021 budget (p. [37 - 42](#))
 - 2020 Q4 Country Contributions Update for the Steering Committee (p. [43 - 45](#))
-

09:55 - 10:00

Closing Remarks



Logistical Note

How to Connect to the Main Session (Both Days)

Connect on Zoom a few minutes before 07:00 Washington, DC Time each day (EST) with the following link. **We recommend that you join via the Zoom desktop app** so that you can utilize the interactive features such as the chat and breakout rooms.

[OGP Steering Committee Meeting Zoom link](#)

Meeting ID: 999 2227 1226

Passcode: 414247

To connect by phone, dial by your location: <https://zoom.us/j/99922271226>

How to Connect to Breakouts

Regional Breakouts (Session 3) will use the links below, on Monday, 14 December from **08:55 - 10:00 EST**:

- Africa and MENA: main meeting link, no action necessary.
- Americas:
[Americas regional breakout Zoom link](#)
Meeting ID: 956 0944 8731
Passcode: 978933
- Europe:
[Europe regional breakout Zoom link](#)
Meeting ID: 928 1333 5741
Passcode: 246002
- Asia Pacific: ***note - this breakout will be held on December 15 at 16:00 Singapore time (SST).**
[Asia Pacific regional breakout Zoom link](#)
Meeting ID: 999 2227 1226
Passcode: 414247

Thematic Breakouts (Session 4) will use the main meeting link listed above. No further action is necessary.



Proposed Breakouts: Regional

Africa and MENA	Americas	Asia-Pacific*	Europe
Government of Kenya	Government of Argentina	Government of Georgia	Government of France
Government of Nigeria	Government of Canada	Government of Indonesia	Government of Germany
Aidan Eyakuze	Maria Baron	Government of South Korea	Government of Italy
Blair Glencorse	Anabel Cruz	Blair Glencorse	Government of Romania
Stephanie Muchai	Delia Ferreira	Lysa John	Helen Darbshire
Oluseun Onigbinde		Elisa Peter	Robin Hodess
			Lucy McTernan
			Zuzana Wienk

**The Asia-Pacific regional group will meet at 16:00 SST on December 15 to accommodate a more reasonable time difference. Those in the Asia-Pacific regional breakout may join an additional region if interested. Please let jaime.mercado@opengovpartnership.org know if so.*

Proposed Breakouts: Thematic

Anti-corruption	Civic space	Digital governance
Government of Georgia	Government of Kenya	Government of Argentina
Government of Indonesia	Government of Nigeria	Government of Canada
Government of Italy	Government of South Korea	Government of France
Government of Romania	Maria Baron	Government of Germany
Delia Ferreira	Anabel Cruz	Helen Darbshire
Blair Glencorse	Aidan Eyakuze	Robin Hodess
Stephanie Muchai	Lysa John	
Oluseun Onigbinde	Lucy McTernan	
Zuzana Wienk	Elisa Peter	

Please send requests for any changes to either list to jaime.mercado@opengovpartnership.org.



Draft List of Attendees

Government Steering Committee Members

Government of Argentina

Carolina Cornejo Director of Open Government, Secretariat of Public Innovation

Government of Canada

Mélanie Robert Executive Director, Open Government, Chief Information Officer Branch (Treasury Board of Canada Secretariat)

Benoît Frenette A/Director, Open Government (Treasury Board of Canada Secretariat)

Government of France

Henri Verdier Ambassador for Digital Affairs

Clémence Pene Direction interministérielle de la transformation publique

Government of Georgia

Ketevan Tsanova Head of the Public Administration Unit, Policy Planning and Coordination Department

Government of Germany

Sebastian Haselbeck Policy Advisor, Division for Digital State, Federal Chancellery

Government of Indonesia

Maharani Putri S. Wibowo Deputy Director for Institutional and States Apparatus Capacity , OpenGov Indonesia Secretariat

Erie Febriyanto Head, Open Government Indonesia Secretariat

Government of Italy (Incoming Government Co-Chair 2021 – 2022)

Marco Marrazza OGP Advisor, Department for Public Administration

Government of Kenya

Philip Thigo Senior Adviser, Data, Innovation and Open Government, Office of the Deputy President of Kenya

Government of Nigeria

Benjamin Ogu Okolo OGP Coordinator Nigeria

Stanley Achonu Adviser, OGP Nigeria



Government of Romania

Larisa Panait
Advisor and OGP Point of Contact, Secretariat General of the Government

Government of South Korea (Lead Government Co-Chair 2020 – 2021)

Yujin Lee
Deputy Director, Innovation Planning Division, Government Innovation Planning Bureau

Jihye Park
Assistant Deputy Director, Innovation Planning Division, Government Innovation Planning Bureau

Civil Society Steering Committee Members

María Baron (Lead Civil Society Co-Chair 2020 – 2021)

Directorio Legislativo

Helen Darbishire

Access Info Europe

Aiden Eyakuze (Incoming Civil Society Co-Chair 2021 - 2022)

Twaweza

Delia Ferreira Rubio

Transparency International

Blair Glencorse

Accountability Lab

Robin Hodess

The B Team

Lysa John

CIVICUS

Lucy McTernan

University of York

Stephanie Muchai

HIVOS

Elisa Peter

Publish What You Pay

Zuzana Wienk

White Crow

Anabel Cruz (Additional Steering Committee member)

ICD Uruguay

Oluseun Onigbinde (Additional Steering Committee member)

BudgIT

Observers and Additional Members have no voting rights, but are welcome to actively participate in Steering Committee discussions.

For any changes to this list, please send to jaime.mercado@opengovpartnership.org.



Pre-Reading Material Summary

The following items will be discussed with the Steering Committee
at the December 2020 meeting

Session 1. 2021 Work Plan

Please see the additional documents, or download and view [here](#).

Session 3a-d. Regional Breakouts

Each Regional Breakout ([Asia-Pacific](#), [Europe](#), [Africa & MENA](#), [Americas](#)) has a complementary document with background and guiding questions. Please review [page 6](#) of this document for your assigned breakout region, and read the pages associated with your region.

Session 4a-c. Thematic Breakouts

Each Thematic Breakout ([civic space](#), [anti-corruption](#), [digital governance](#)) has a complementary document with background, global trends, illustrative activities, and guiding questions. Please review [page 6](#) of this document for your assigned breakout theme, and read the pages associated with your topic.

Session 5. OGP@10 Special Projects

This document provides a deeper dive into the OGP@10 Special Projects, specifically the Campaign and Summit, the primary focuses of this session.

Session 6a-b. 2021 Budget Memo and Country Contributions

This section provides the 2021 proposed OGP budget, including context and the Q4 update on the Country Contributions.



Session 3a. Regional Breakouts: Asia-Pacific

Guiding Questions

1. Where can you support the regional plan both individually and institutionally, and through your networks, particularly:
 - a. On (focus) countries and countries undergoing challenging situations in 2021 (e.g. countries under review; below eligibility; transitions; etc)?
 - b. On focus themes?
 - c. On key regional moments in the region?
2. Are there other specific regional activities or events you are engaging with during 2021 that are worth connecting on?
3. How do we identify and support a pipeline of future regional Civil Society Steering Committee (SC) members?
4. What kind of spaces should we provide for regional stakeholders to organize and strategize around narrowing civic space concerns? How can we ensure that these are action-oriented?

Regional Leadership

1. Do you have any broad suggestions for what a high-income country value proposition for OGP should include?
2. Do you have suggestions on pathways to encourage high-level engagement in South Korea, especially in relation to the 2021 OGP Global Summit and international thematic leadership?
3. Do you have suggestions for strategies or relationships to leverage to help encourage New Zealand to consider a more prominent international leadership role?

Background and context

Objectives

1. Within the 100+ action plans being co-created, advance focus themes through OGP action plans, thematic networks, use of focus commitments.
2. Delivery of a successful 10th anniversary OGP Global Summit that will celebrate progress, be leveraged to secure ambitious action plans from the region, convene key regional leaders, introduce a refreshed OGP model to ensure the Partnership remains fit for purpose, and provide an opportunity for stakeholders to recommit to open government values.
3. Measurable, documented, and communicated progress for regional focus themes and OR+OR commitments both in countries co-creating and implementing action plans, supported by piloting or scaling a cross-country approach to thematic support and leveraging other incentive programs.
4. Provide continuing opportunities for regional stakeholders to organize and strategize around narrowing civic space concerns, pursue relevant remedial and safeguarding reforms both within and outside of the OGP process, and create space to connect reformers within and outside government to protect and expand civic space.
5. Sharpen our value proposition for high-income Asia Pacific countries (Australia, New Zealand, South Korea; with particular emphasis on digital governance and civic space), including through strengthened linkages with other OECD countries beyond the region.



6. Working with the OGP SC, envoys, and partners for the delivery of specific country strategies: for example encouraging New Zealand to step up to a global leadership role, restarting processes in Mongolia and the Kyrgyz Republic, outreach to get governments in Pakistan and Sri Lanka to re-engage in OGP.

Opportunities	Challenges
<ul style="list-style-type: none"> ● OGP Global Summit in the region. ● Strong Open Response + Open Recovery (OR+OR) value proposition that is attractive to country stakeholders, and bilateral and multilateral partners. ● OGP Local as a vehicle to advance priorities on public services, gender and inclusion. ● New Zealand as an emerging thematic leader, with potential to step into a bigger leadership role. ● No major elections in 2021, offering a period of relative stability of government contacts. ● Grant for the Eastern Partnership (EaP) countries to pilot advanced co-creation and implementation support to a sub-region (shared with Europe). 	<ul style="list-style-type: none"> ● Civil society fatigue and civic space concerns in a growing number of countries. ● Ministerial and Head of State engagement, particularly in countries that have seen a political transition in late 2019 and 2020, including in SC countries. ● Need for a renewed value proposition for high-income countries. ● Slow or stalled processes in Mongolia, Papua New Guinea, Pakistan, Sri Lanka, Kyrgyz Republic.

Regional Snapshot

CO-CREATING: 8 national, 13 local	IMPLEMENTING: 5 national, 3 local
<p>Focus country: Armenia (EaP)</p> <p>Other nationals: Afghanistan, Georgia, Kyrgyz Republic, Mongolia, New Zealand, Sri Lanka, Papua New Guinea</p> <p>Locals: Akhaltsikhe, Banggai Regency, Bishkek City, Borongan City, Brebes Regency, Gwangju City, Herat Municipality, Kandahar City, Khoni, Ozurgeti Municipality, Semarang City, Vanadzor & Gyumri, West Nusa Tenggara + West Sumbawa</p>	<p>Focus countries: Indonesia, South Korea (plans expected by the end of 2020)</p> <p>Other nationals: Australia, Azerbaijan, Philippines</p> <p>Locals: Tbilisi, South Cotabato, Seoul</p>
<p>Under review: Mongolia**, Papua New Guinea* Inactive: Pakistan Suspended: Azerbaijan</p> <p>* failed OGP eligibility twice</p> <p>** failed to meet 'involve' on the spectrum of public influence</p> <p>Civic space concerns: Indonesia, Kyrgyz Republic, Mongolia, Sri Lanka, Philippines,</p>	

Focus Themes and Activities

- **Open Contracting:** Supporting existing or emerging commitments in Afghanistan, Indonesia, Kyrgyz Republic, Mongolia, and the Philippines. This thematic area is also ripe for national-local collaboration and bringing in private sector engagement.



- **Access to Justice:** Supporting existing or emerging commitments in Mongolia, Indonesia, Kyrgyz Republic, Afghanistan, and likely interest from new local members. Key cross-country activities will be defined with partners - Namati, Pathfinders, UNDP, OSJI - in Q1.
- **Fiscal Openness:** Emerging commitments in Indonesia, Philippines, and South Korea, and existing commitments in Afghanistan, Mongolia, and the Kyrgyz Republic. Countries co-creating action plans in 2021 will be explicitly encouraged to explore and include commitments on transparency, public tracking of, and beneficiary feedback on stimulus spending.
- **Civic space, gender and inclusion, and Open Response + Open Recovery:** Mainstreaming themes for the region, with countries encouraged to integrate these across all themes and embed them in their national OGP processes and MSFs.
- **Digital governance will be an exploratory theme for the region in 2021:** Building on South Korea-Maria's prioritization and activities, and New Zealand's work as part of the OGP Leaders Network. Entry points for the agenda within the developing countries to be explored through regional partnership. Emphasis on automatic decision making and digital inclusion.

Focus Commitments

- Armenia: **Beneficial Ownership Transparency** (supported by a thematic grant to Open Ownership through the OGP Multi-Donor Trust Fund (MDTF)). Opportunities to expand the scope of coverage beyond the extractives sector, and focus on data use and verification.
- Philippines: **Open contracting.** Opportunities for implementation of OCDS, expanding civil society and private sector engagement in data use and monitoring, and linking to the official audit process.

Additionally, commitments showing early results will be disseminated to funders, shared within the OGP network for inspiration, and supported through communications efforts.

Key Regional Moments

- Q1: Open Gov Week (*tentative March 2021*): use to initiate and inspire co-creation activities in the lead-up to the 2021 OGP Summit
- Q1: Virtual civic space event, supporting South Korea/Maria's priorities call to action on civic space
- Q1/Q2: Beneficial Ownership peer exchange for the Philippines, Mongolia, Armenia, and Nigeria on BOT data disclosure and use, and building private sector buy-in
- Q1: Eastern Partnership Summit
- Ongoing until the Summit in Q4: Road to the Summit high-level virtual gatherings



Session 3b. Regional Breakouts: Europe

Guiding Questions

1. Focusing on the question raised on November 16, ‘*how can we operationalize Steering Committee (SC) support?*’, where can you support activities individually, institutionally, and through your networks:
 - a. On focus countries?
 - b. On countries under review?
 - c. On focus themes?
 - d. On key regional/events moments in the region?
2. Are there other specific regional activities or events you are engaging with during 2021 that are worth connecting on?
 - a. How can SC members help connect the dots between other forums such as G7, G20, COP, etc?
3. How can we coordinate action towards the EU Recovery Plan, and strengthen links to OGP Action Plans?

Background and context

Objectives

1. Within the 100+ action plans being co-created, advance focus themes through OGP action plans, thematic networks, use of focus commitments. Connect, where relevant, to EU directives and policy norms.
2. Strengthen political and civil society leadership and exchange across Europe in a subset of countries and locals, using OGP@10 and Global Summit as leverage.
3. Use opportunities such as OGNfE, EU Presidencies, and EU policy processes to deepen engagement with EU institutions, networks and debates, and strengthen connections to national action plan processes.
4. Showcase bottom-up innovations, stories, and commitments from the region, by strengthening communications and story-telling.
5. Support and engage new local members, as well as national-local integration.
6. Bring up the standard of OGP processes across the region, with a special focus on countries under review and at risk of acting contrary to process.

Opportunities	Challenges
<ul style="list-style-type: none"> ● EU engagement opportunities, including EU Presidency, EDAP, DSA, OGNfE, EU Recovery Fund, Green Transitions, Directives. ● Strong working relationship with key institutions (OECD, RESPA, DG NEAR, FRA, EUPAN, CoE, EEAS) and other 	<ul style="list-style-type: none"> ● Second wave of pandemic. ● Civic space concerns (see below). ● Civil society funding. ● Countries under review (see below). ● OR+OR value proposition for high-income countries.



<p>regional partners.</p> <ul style="list-style-type: none"> ● G7, G20, COP. ● Grant for the Eastern Partnership (EaP) countries to pilot advanced co-creation and implementation support to a sub-region (shared with Asia-Pacific). ● New local governments. 	
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Regional Snapshot

CO-CREATING: 13 national, 14 local	IMPLEMENTING: 18 national, 3 local
<p>Focus countries: Italy, Latvia, North Macedonia</p> <p>Other nationals: Bosnia & Herzegovina, Bulgaria, France, Germany, Ireland, Israel, Luxembourg, Malta, Portugal, UK</p> <p>Locals: Aragon, Banska Bystrica, Cataluña, Elbasan, Glasgow, Khmelnytskyi City, Northern Ireland, Palermo, Paris, Sveti Nikole, Ternopil City, Timișoara, Tirana, Vinnytsia City</p>	<p>Nationals: Albania*, Croatia*, Czech Republic, Estonia, Denmark, Finland, Greece, Lithuania, Moldova* (EaP), Montenegro, Norway, Netherlands, Romania, Serbia, Slovakia, Spain, Sweden, Ukraine* (EaP)</p> <p>Locals: Basque Country, Madrid, Scotland</p> <p><i>*current co-creation process could run into 2021</i></p>
<p>Under review: Bulgaria*, Ireland*, Israel*, Malta**</p> <p>At risk of falling under review: Norway**, Sweden**, UK**, Greece**</p> <p>*failed to deliver an action plan across two cycles</p> <p>** failed to meet 'involve' on the spectrum of public influence</p> <p>Civic space concerns: Montenegro, Serbia, Bulgaria</p>	

Focus Themes and Activities

- **Anti-corruption**
 - **Beneficial ownership transparency:** Develop political momentum and a thematic network in the Western Balkans; focus on delivering technical support to ongoing commitments in cooperation with partners (e.g. Latvia, Norway, Slovakia etc.). Connect to Open Response + Open Recovery (OR+OR) campaign.
 - **Recovery Fund (public procurement & recovery fund monitoring):** Work with partners to develop common actions/messaging towards the EU institutions, and using OGP action plans to co-create procurement commitments and oversight mechanisms in relation to the EU Recovery Fund and the OR+OR campaign (Italy for stimulus monitoring, other countries TBC).
 - **Lobbying transparency:** Build a peer exchange network among the large number of governments and civil society working on lobbying transparency through OGP action plans, with the goal of developing and implementing strong (focus) commitments (e.g. Finland, Italy, Spain, Latvia, etc.).



- **Whistleblowing:** Work with a subset of EU countries developing or implementing commitments to support the transposition of the new EU Directive, while leveraging Latvia's new role in the Leaders' Network (e.g. Denmark, Estonia, Spain etc.).
- **Digital governance**
 - **Open algorithms:** Building on the peer exchange network created in 2020, continue working with a specific set of countries to advance this theme in OGP action plans (e.g. France, Netherlands, UK).
 - **Transparency of political advertising:** Use the joint opportunity of the Digital Services Act and European Democracy Action Plan to scope potential action at the national level, with the goal of co-creating commitments 2021 onwards. A roundtable will be convened in early 2021 in partnership with European Partnership for Democracy (countries TBC).
- **Justice**
 - **Open justice & access to justice:** Build on the work from 2019 and 2020 work with North Macedonia to advance on their commitments and share their experience through peer exchanges with other Western Balkans countries, where commitments are yet to be developed. Showcasing North Macedonia's access to justice **focus commitment** to the wider OGP community, as well as other experiences from other countries (e.g. Netherlands, Czech Republic, Latvia).

Key Regional Moments

- G20: work with the Italian government and civil society to align G20 agenda with OGP and the forthcoming Italian co-chair priorities.
- G7: work with UK government and civil society to align G7 agenda with OGP.
- Q1: Open Gov Week (*tentative March 2021*): use to initiate and inspire co-creation activities in the lead-up to the 2021 OGP Summit.
- Q1: Eastern Partnership Summit.
- Q1: Nordic+ Meeting (*tentative March 22-23*).
- Q3/Q4: Western Balkans Meeting.
- Q1-4: Other community events/calls throughout the year.



Session 3c. Regional Breakouts: Africa & MENA

Guiding Questions

1. Where can you support activities both individually and institutionally, and through your networks, particularly:
 - a. On focus countries?
 - b. On countries undergoing challenging situations in 2021 (e.g. countries under review, below eligibility, transitions; etc). How can we quickly react and how can we support them?
 - c. On focus themes?
 - d. On key regional moments in the region?
2. Are there other specific regional activities or events you are engaging with during 2021 that are worth connecting on?
3. OGP platforms/processes across the region have been shaky aside from a few countries that are doing well like Nigeria and Kenya. How do we uplift the rest of the countries to the same standard? And how can you support them?

Background and context

Objectives

1. To secure high level political and civil society leadership to champion open government reforms:
 - a. Coordinate with government steering committee members, including Kenya and Nigeria, to lead and champion at least 2 thematic priorities and political outreach to at least 4 governments in the region to encourage broadening the base and political leadership;
 - b. Work with civil society steering committee members and/or regional civil society leaders to encourage, strengthen national civil society engagement and leadership in at least 4 countries especially in Francophone Africa (resources, capacity, coordination);
2. To support the implementation of commitments, co-creation, and timely submission of at least 6 ambitious Action Plans that advance ambitious reforms:
 - a. Action plans to align with Open Response + Open Recovery (OR+OR) campaign including commitments from at least 3 countries on monitoring and management of stimulus packages, service delivery, procurement transparency, fiscal transparency and beneficial ownership transparency.
3. To support at least 6 countries to raise the standard of OGP processes, following of rules and improving the national OGP ecosystem:
 - a. Going back to basics- support countries to raise the standard and following of rules through universal services to encourage submitting self-assessment reports, using IRM reports, creating/ developing repositories and establishing effective MSFs in countries like Ethiopia, Morocco, Tunisia, and South Africa;
4. To leverage strategic regional opportunities such as events and partnerships to support national OGP processes, encourage political leadership and thematic traction for open government in the region:
 - a. Clearly identifying synergies and executing specific joint actions with regional partners like APRM, AfDB and ECA for regional traction and supporting national



processes.

Opportunities	Challenges
<ul style="list-style-type: none"> ● Government Steering Committee (SC) members Kenya and Nigeria step up as regional leaders to provide political and thematic leadership. ● Civil society SC members to support national civil society organizations to effectively engage. ● Renewal of PAGOF program to support Francophone countries in stepping up and strengthening national OGP platforms. ● OGP local as a vehicle to help champion and advance public service delivery priorities. 	<ul style="list-style-type: none"> ● Political engagement in countries that had elections in late 2020 (Ghana, Malawi and Seychelles). ● 2021 elections will delay progress in countries, (Cabo Verde, Ethiopia, Morocco and South Africa). ● Effects of COVID-19 remain a challenge in many countries in the region, negatively affecting implementation of action plans due to competing priorities. ● Civic space continues to be a challenge in the region with some countries now failing values check.

Regional Snapshot

CO-CREATING: 8 national, 12 local	IMPLEMENTING: 8 national, 4 local
<p>Nationals: Burkina Faso, Cabo Verde, Ethiopia (new member), Ghana, Jordan, Seychelles, Sierra Leone, Tunisia</p> <p>Locals: Abuja Municipality, El Kef Municipality, Greater Karak Municipality, Greater Salt Municipality, Makhanda City, Makueni County, Nairobi, Nandi, Plateau State, Regueb, Shama District, Tangier - Tetouan - Al-Hoceima</p>	<p>Focus countries: Kenya, Nigeria, Senegal, South Africa</p> <p>Other nationals: Côte d'Ivoire, Liberia, Malawi, Morocco</p> <p>Locals: Elgeyo-Marakwet County, Kaduna, Kigoma, Sekondi-Takoradi</p>
<p>Under review: Ghana*, Malawi*, South Africa* *failed to deliver an action plan across two cycles</p> <p>Failing values check: Kenya and Morocco</p> <p>Civic space concerns: Nigeria and Ethiopia</p>	

Focus Themes and Activities

- **Beneficial Ownership Transparency:** Encourage countries to make commitments and support implementation on already existing commitments in countries like Nigeria, Kenya and Sierra Leone.
- **Access to Justice:** As an emerging theme in the region that is getting traction, support countries deepen commitments and implementation. Encourage Senegal to champion the theme in the region.
- **Open Contracting:** Encourage countries to make commitments and support implementation on already existing commitments in countries like Nigeria, Kenya and South Africa.



- **Public Service Delivery:** Build interests for the theme and encourage countries to prioritize delivery of public service through a strong value proposition. Encourage commitments in countries like Burkina Faso, Ghana, Cabo Verde and Seychelles.
- **Civic Space:** Identify strategies to support civil society working in countries experiencing shrinking civic space and support countries sliding back on the value check.

Focus Commitments

- **Nigeria:** Beneficial Ownership Transparency, Multi-Donor Trust Fund (MDTF)
- **Sekondi Takoradi:** Ghana: Public Service Delivery (Water and Sanitation), MDTF
- **Burkina Faso:** Citizen Engagement, MDTF
- **South Africa:** Stimulus Monitoring, non-MDTF

Additionally, commitments showing early results will be disseminated to funders, shared within the OGP network for inspiration, and supported through communications efforts.

Key Regional Moments

- Q1: Open Gov Week (*tentative March 2021*): use to initiate and inspire co-creation activities in the lead-up to the 2021 OGP Summit
- Q1- Q3: Regional Thematic Workshops (Q1: BOT, Q2: Access to Justice and Q3: Service Delivery)
- Q2: Mo Ibrahim Governance Weekend (Ethiopia)
- Q2: PAGOF Annual Meeting
- Q3: Africa Business Ethics Conference - ABEC (Ethiopia)
- Q3: World Economic Forum for Africa



Session 3d. Regional Breakouts: Americas

Guiding Questions

1. Where can you support the regional plan both individually and institutionally, and through your networks, particularly:
 - a. On (focus) countries and specific countries undergoing challenging situations in 2021 (e.g. countries under review; below eligibility; transitions; etc)?
 - b. On focus themes?
 - c. On key regional moments in the region?
2. Are there other specific regional activities or events are you engaging with during 2021 that are worth connecting on?
3. USA strategic re-engagement:
 - a. Can you help us with high-level re-engagement?
 - b. What role can we play in the US Democracy Summit? Is this an opportunity to gather Latin POCs and CSO?
4. Civic space risks are increasing across the region. Of particular concern are El Salvador, Honduras, and Guatemala. How can we react quickly to risks?

Background and context

Objectives

1. 9 ambitious action plans delivered with commitments on focus themes including anti-corruption (Open contracting and BOT), Escazu, Justice.
2. Support implementation of 3 focus commitments: Colombia ORIOR; Mexico - Democratic Controls; Panama Open Contracting.
3. Navigate difficult electoral processes and complicated political moments in Argentina (congress), Chile, Ecuador, Mexico (congress and half state governments), Peru, and US transition.

Opportunities	Challenges
<ul style="list-style-type: none"> ● Attractive value proposition in the current context. ● Strong OGP community. ● Strong thematic support. ● Strong partnerships with multilaterals: OECD, IADB, ECLAC, World Bank and IMF. 	<ul style="list-style-type: none"> ● Economic crisis. ● Weakened civil society with limited funding. ● Limited ambition and uneven high-level political support. ● Challenged civic space, enhanced further by pandemic lockdowns. ● No regional events or gatherings in the first semester. ● Electoral transitions throughout the region.



Regional Snapshot

CO-CREATING: 10 national, 22 local	IMPLEMENTING: 8 national, 4 local
<p>Nationals: Brazil, Canada, Dominican Republic, Jamaica, El Salvador, Honduras, Guatemala, Panama, Paraguay, Uruguay</p> <p>Locals: Austin, Bogotá, Córdoba Province + Córdoba City, Curridabat Municipality, Lima, Los Angeles, Mendoza City, Mérida + Yucatán, Mexico City + Cuauhtémoc, Mexico State + Tlalnepantla de Baz, Nariño, Jalisco, Ontario, Osasco City, Peñalolén Municipality, Quebec Province, Quintana Roo, Quito, Rosario City, Santa Catarina State, Santo Domingo de los Tsáchilas Province, Sucre Department</p>	<p>Focus countries: Colombia, Mexico, United States (US might start to co-create)</p> <p>Other nationals: Argentina, Costa Rica, Chile, Ecuador, Perú</p> <p>Locals: Buenos Aires, São Paulo, La Libertad</p>
<p>Under review: Jamaica*</p> <p>*failed to deliver an action plan across two cycles</p>	

Focus Themes and Activities

- **Beneficial ownership transparency:** Continued work with the community of practice and implementation support in Chile and Mexico.
- **Open contracting:** Priority commitment funded by Multi-Donor Trust Fund (MDTF) in Panama.
- **Escazu:** Support Ecuador and Colombia's commitments. Engage with the Escazu community to look for opportunities for new commitments in co-creating countries.
- **OR+OR:** Support priority commitment in Colombia on fiscal transparency and social audit. Continue to work with the World Bank to seek opportunities in other countries, such as for now Jamaica and the Dominican Republic.
- **Open Justice:** Consolidate Support Unit work in Canada, Chile, Colombia, Costa Rica, Uruguay, Buenos Aires (as part of the Leaders Network).
- **Gender:** Is a cross cutting both as a theme, and an approach for designing co-creation processes and commitments. Furthermore: Mexico will have an active role as part of the Leaders Network.

Focus Commitments

- **Panama: Open Contracting, MDTF.** Develop an open contracting strategy to improve the generation, publication, access and use of open data, with a focus on public infrastructure, using the OCDS and the OC4IDS. The working group on this commitment includes the World Bank specialists and the CoST Multi-stakeholder Group.
- **Mexico: Democratic Controls on State Surveillance.** Establish a multi-sectoral group, including CSO and government agencies, to analyze public policy regarding the use of technology for the intervention of private communications, and propose changes to



regulations in both federal and state levels, to respect human rights and avoid abuse or illegal use of this type of technology from governmental institutions.

- **Colombia: Open Response + Open Recovery (OR+OR) fiscal transparency and social audit.** Colombia committed to developing an active transparency strategy in public finances using its [budget transparency portal](#) to publish open data on resources allocated to transversal / cross-cutting policies on gender equality, implementation of the Peace Agreement and COVID-19 emergency response¹. Also, Colombia committed to promote citizen participation by publishing information on COVID-19 emergency projects financed by royalties through its “[Auditores Ciudadanos](#)” (Citizen Auditors) application to allow citizen monitoring of public spending and ensure it has the desired impact.

Additionally, commitments showing early results will be disseminated to funders, shared within the OGP network for inspiration, and supported through communications efforts.

Key Regional Moments

- Q1: Open Gov Week (*tentative March 22nd*): use to initiate and inspire co-creation activities in the lead-up to the 2021 OGP Summit
- Q3: Abrelatam/Condatos (*TBC*)
- US Democracy Summit (*TBC*)

¹ The initiative takes into consideration the entire budget cycle, from programming to execution of resources, and also includes information on public contracts.



Session 4a. Thematic Breakouts:

Civic space

Guiding Questions

1. What can the OGP Support Unit (SU) and Steering Committee (SC) do to better link across the big global moments to advance this theme?
2. What are some relevant initiatives or activities planned by your government or organization related to this theme that the SU or fellow SC members could support/ amplify/ link to?
3. Based on the illustrative activities listed in the work plan, SC engagement will be particularly impactful. How can your organization or government support these actions in 2021, linking to ongoing efforts that you are engaged in?

At A Glance

Overview

- Number of commitments: 104
- Number of members with commitments: 42
- Number of documented strong early results: 8
- Members with the most commitments: Ukraine (7), Croatia (6), Jordan (6)

Civic space commitments include those that address issues of freedom of association, freedom of assembly, freedom of expression, and the protection of journalists and activists, both online and offline.

Global Trends

- **OGP members are not immune to global declines in civic freedom**, particularly as it relates to the protection of journalists and activists, according to the OGP Global Report.
- **The pandemic has led to restrictions on civic space in many countries.** Media freedom has declined in 10 OGP countries since April 2020 and 16 OGP members have suspended or altered their RTI frameworks, according to the [OGP COVID-19 OpenGov Tracker](#).
- **Most members have not made a commitment to address civic space.** Only one in five members included a civic space commitment in the latest round of action plans.
- **The civic space commitments that do exist are not translating into results.** These commitments lead to strong early results less often than other commitments.



Regional Trends

- **More than half of all civic space commitments have been made by European members.** Since 2011, 19 members in Europe have made 61 commitments.
- **Africa has made the fewest commitments of any region.** 4 African members have made 5 commitments since the founding of OGP.
- **No local members have made commitments related to civic space.**

Illustrative activities for civic space

For an overview of the support provided to focus themes as well as universal services provided for all themes, please refer to pages 6 - 11 of the 2021 OGP work plan.

Civic space is an important condition to rebuild trust and a citizen-centric democracy, bolster democratic resilience, and tackle inequality by enabling civil society to reach under-represented communities.

As a cross-cutting and Co-Chair priority, the objective is to bolster collective action by OGP members on improving uptake of civic freedom-related commitments, including by leveraging the political leadership and call to action of the Co-Chairs.

Regional objectives for each set of issues will differ, but overall objectives for this policy area include identifying reforms that could serve as entry points for civic space reform, including access to information, access to justice, criminal law reform, digital governance, gender and inclusion, NGO laws, etc.

Even beyond supporting uptake in action plans, the OGP SC and SU will work to promote these through the OGP co-creation processes, the rules and policies governing OGP, and global advocacy moments.

Illustrative list of activities:

- Country support, cross-country peer exchange and coalition-building
 - Where there is opportunity and an entry point, facilitate inclusion of a civic space related commitment in the forthcoming action plan, with a focus on countries demonstrating political leadership on the issue or where the research identifies a prominent gap (such as drop in values check).
 - Strengthen the local and national OGP processes to ensure all members have a protected space for genuine government-civil society dialogue. In OGP 3YP focus countries in particular, this will include political engagement to help re-start the OGP process where stalled post COVID.
 - Work with partners to identify a set of thematic issues that serve as open government entry points for civic space reform - such as media freedom, NGO law reform, access to justice, digital governance - that could serve as a gateway to advance trickier civic space issues through OGP action plans. Develop a set of sample commitments and value propositions on these, as may be relevant across different country contexts.
 - Convene national and local coalitions for learning and reflection on civic space issues, including a virtual civic space event in Asia, supporting South Korea/Maria's



priorities call to action on this theme.

- Develop an internal SU standing group monitoring civic space and at-risk countries, and invite external partners and experts to join relevant meetings.
- Global advocacy and action
 - Encourage SC members to involve their Ministries of Foreign Affairs where there are colleagues working on issues of civic space, to join up efforts across global forums.
 - Organize high-level forums and peer learning opportunities related to civic space, such as the partner-funder-ministerial “brain trust” convened in collaboration with Ford Foundation to support the Co-Chair priorities.
 - Establish a periodic SC review of at-risk countries, based on OGP and third-party data.
- Cross-cutting
 - Highlight stories of civic space bright spots, including those from SC and Co-Chair countries.
 - Keep a watching brief on civic space concerns and civil society capacity post-COVID - including through the listening post role, research and tracking efforts, IRM network.



Session 4b. Thematic Breakouts: Anti-corruption

Guiding Questions

1. What can the OGP Support Unit (SU) and Steering Committee (SC) do to better link across the big global moments to advance this theme?
2. What are some relevant initiatives or activities planned by your government or organization related to this theme that the SU or fellow SC members could support/ amplify/ link to?
3. Based on the illustrative activities listed in the work plan, SC engagement will be particularly impactful. How can your organization or government support these actions in 2021, linking to ongoing efforts that you are engaged in?

At A Glance

Overview

- Number of commitments: 722
- Number of members with commitments: 91
- Number of documented strong early results: 74
- Members with the most strong early results: UK (6), Ukraine (5), and Uruguay (5)

Anti-corruption commitments cover a wide variety of policy areas, including conflicts of interest, asset disclosure, audits and controls, whistleblowing, open contracting, beneficial ownership transparency, and extractive industries.

Global Trends

- **Anti-corruption is one of the most common policy areas in OGP action plans.** Nearly all members have made at least one relevant commitment.
- **Anti-corruption commitments are more ambitious and more likely to lead to strong early results than other commitments.** More than one in five of these commitments leads to major changes in open government practices.
- **Some policy areas stand out as “bright lights”.** Open contracting and beneficial ownership are among the fastest-growing policy areas. Commitments related to lobbying and extractives achieve some of the highest rates of strong early results.

Regional Trends

- **Members in Africa and Asia Pacific have made the most anti-corruption commitments.** However, these commitments are implemented less often than in other regions.



Anti-corruption commitments made by African members are the most ambitious across all regions, particularly those related to extractive industries.

- **Anti-corruption commitments made by members in the Americas achieve the highest rate of results**, particularly those related to audits and extractives.
- **European members have made the fewest anti-corruption commitments compared to other regions.** Still, there are several high-impact policy areas in the region: beneficial ownership, lobbying, open contracting, and whistleblowing.
- **Local members have made more than 20 anti-corruption commitments.** Five of the commitments involve open contracting reforms.

Diving Deeper into Anti-Corruption

Sub-Theme	No. of Members w/ Commitment	No. of Commitments	Ambition Rate	Completion Rate
Asset disclosure	34	62	59%	45%
Beneficial ownership	30	45	66%	69% (11/16)
Extractive industries	51	145	70%	62%
Lobbying	15	21	74% (14/19)	82% (9/11)
Open contracting	37	50	68%	65% (11/17)
Whistleblowing	26	43	72%	77%

Illustrative activities for anti-corruption

For an overview of the support provided to focus themes as well as universal services provided for all themes, please refer to pages 6 - 11 of the 2021 OGP work plan.

Anti-corruption is a key element across several result areas: catalyzing economic recovery, tackling systemic inequality, and strengthening democracy by stemming the flow of dark money into politics that is weakening our democratic institutions.

Focused support will continue to be provided on beneficial ownership, open contracting, political integrity (including lobbying reform and money in politics), and extractives transparency. Rather than promote these issues in isolation, efforts will be made to strengthen the anti-corruption ecosystem as a whole.

Regional objectives for each set of issues will differ, but overall objectives for these policy areas include: continued support for open and public registers of beneficial ownership, including to



support implementation of commitments already made; advance implementation of the open contracting data standard, and go beyond transparency to participation and closing the feedback loop across contracting sectors; implementation of lobbying registers and link to asset declaration and other conflict of interest policies; and advance the implementation of the EITI standard through OGP action plans.

Key activities will include:

- Country support, cross-country peer exchange and coalition-building
 - Organize targeted group learning through regional and sub-regional workshops, in collaboration with partners (eg open contracting implementation workshops in Asia Pacific and regional thematic workshop on beneficial ownership transparency in Africa)
 - Mobilize coalitions to raise collective ambition and advance action, including through the Beneficial Ownership Leadership Group, the Americas Beneficial Ownership Community of Practice and the Beneficial Ownership network in the Western Balkans.
 - A new, informal coalition of countries (and civil society in these countries) advancing lobbying reform through OGP action plans in Europe will also be established.

- Global advocacy and action
 - Support the Co-Chairs to mobilize political leadership across the SC and Partnership for the anti-corruption agenda, including through ministerial-level and partner engagement across global and regional forums.
 - Link across key global forums and provide accountability for implementation of pronouncements and principles emerging from them, including G7 UK, G20 Italy, UNGASS and others.
 - The new OGP Leaders network, launched in November 2020 includes Latvia and Kaduna State, Nigeria as leaders on anti-corruption initiatives of whistleblower protection and citizen-led budget monitoring, respectively. Showcasing their work and connecting them to other OGP members will help orientate other members to practical ways that this agenda could be advanced.

- Cross-cutting
 - Engage private sector representatives across OGP's work, especially in advancing anti-corruption reforms at the country level through co-creation engagement and consultation on implementation of specific commitments. OGP will also organize regional and other events in collaboration with partners including The B Team, CIPE and others.
 - Highlight value proposition and relevant stories of the relevance of the anti-corruption subthemes to the OR+OR agenda and 2021 global campaign.

Production of research on data availability, verification, and policy frameworks related to political integrity and offer findings to partners engaged in OGP co-creation processes. This work will cover (i) lobbying; (ii) open decision-making; (iii) company ownership disclosure; (iv) open contracts; (v) right to information; (vi) may form all or a part of a 2021 Global report.



Session 4c. Thematic Breakouts:

Digital governance

Guiding Questions

1. What can the OGP Support Unit (SU) and Steering Committee (SC) do to better link across the big global moments to advance this theme?
2. What are some relevant initiatives or activities planned by your government or organization related to this theme that the SU or fellow SC members could support/ amplify/ link to?
3. Based on the illustrative activities listed in the work plan, SC engagement will be particularly impactful. How can your organization or government support these actions in 2021, linking to ongoing efforts that you are engaged in?

At A Glance

Overview

- Number of commitments: 21
- Number of members with commitments: 17
- Number of documented strong early results: 2
- Members with the most commitments: France (3), Australia (2), and Croatia (2)

Digital governance commitments cover several issue areas, including automated decision-making processes, data stewardship and privacy, regulation of big tech, disinformation/misinformation, and online civic space.

Global Trends

- **Uptake is growing quickly.** Digital governance is the fastest-growing policy area in current action plans. Most of these commitments are related to automated decision-making and data privacy.
- **Still, most members have not yet addressed Digital Governance in their action plans.** Overall, one in six members have at least one relevant commitment.
- **Most commitments are new.** Two-thirds of commitments were made in 2018 or 2019 action plans. Most have not yet been assessed by the Independent Reporting Mechanism (IRM).

Regional Trends

- **Most commitments were made by countries in Europe and the Americas.** Few countries in Asia Pacific (3) and Africa (1) have made a relevant commitment. No local member has made a relevant commitment.



- Examples include [Mexico's commitment](#) to address surveillance in private communications, the [Netherlands' commitment](#) to make algorithms openly available, and [New Zealand's commitment](#) on reviewing public sector use of algorithms, which led to a new “charter” outlining principles for algorithmic accountability, based on which New Zealand was chosen to be part of the OGP Leaders Network.

Illustrative activities for digital governance

For an overview of the support provided to focus themes as well as universal services provided for all themes, please refer to pages 6 - 11 of the 2021 OGP work plan.

The overarching goal for OGP's work on digital governance, in line with the overall 2021 objectives is to combat threats against liberal democracy and rebuild trust and a more citizen-centric and inclusive model of democracy.

The issue of inclusive digital technologies is also one that the SC Co-Chairs the Government of South Korea and Maria Baron have prioritized.

Building on the findings of the October 2019 [digital governance strategy input paper](#) for OGP, and the priorities surfaced through the OGP local and national action plan processes, the following areas will remain areas of focus:

1. Use of digital technologies to promote transparent, accountable, and participatory approaches across sectors from procurement to public service delivery. This also includes tools like digital ID, importance of data management and protection, among others.
2. Accountability of the use of digital technologies by government, especially making the public sector use of algorithms and AI more transparent and accountable.
3. Accountability of digital technologies used for political communication, with a focus on online political advertising.
4. Promoting safeguards against the misuse and abuse of digital technologies that propagate online harms including harassment and discrimination and promote a more inclusive and safe civic space online. This includes protection against practices that limit access to online spaces including through internet shutdowns, and practices like illegal surveillance.

There are several other key issues that pertain to digital technologies and their use, including facial recognition technologies, content moderation on social media platforms, that open government can play a key role in. However, the focus of OGP will be on issues where we can complement the work done by expert partners and where we see a growing demand through OGP action plans.

Illustrative list of activities:

- Country support, cross-country peer exchange and coalition-building
 - Mobilize collective action and develop informal network of OGP members and partners working on issues, including through:
 - Promote cross-sector dialogue on political advertising in Europe with activities such as a roundtable on the topic and collaborative events with partners.
 - Coordinate a cross-regional network of countries implementing algorithmic accountability



- Convene a cohort of practitioners in Asia-Pacific
 - Work with partners to develop a set of sample commitments and value propositions on these issues, as may be relevant across different country contexts.
 - The SU will identify a group of countries and locals where we can support ambitious co-creation or help advance implementation. Over the past few years we have seen OGP members make commitments on data protection. More recently members are tackling issues such as transparency of algorithms as France, New Zealand and Netherlands have done, or integrating principles of transparency in governing government use of surveillance technologies committed by Mexico.
 - For a couple of focus commitments, SU will provide targeted support - brokering of technical expertise, convening, and peer learning - for example - Mexico is currently implementing a commitment on pioneering a multistakeholder approach for government procurement and use of surveillance technologies.
 - The expansion of OGP Local - with its learning platform and establishing communities of practice will provide a new avenue for engagement on these issues. The new local members will be orientated towards thought leadership and ideas related to digital transformation as well as to safeguard against digital threats.
- Global advocacy and action
 - Provide dedicated support to the OGP Co-Chairs and SC to convene a cross-country and cross-sector conversation among a coalition of countries on global norms related to specific issues within digital governance.
 - The new OGP Leaders network, launched in November 2020 includes New Zealand as a leader on the open algorithms issue. Showcasing their work and connecting them to other OGP members will help orientate other members to practical ways that this agenda could be advanced.
 - OGP has begun engaging with several partners who can support country action, including Access Now, Web Foundation, ICNL, AI Now, Open Data Charter, Algorithm Watch and several others. Efforts will be made to bridge the gaps between international and national level civil society efforts working on this issue, and multilateral partners such as OECD etc.
- Cross-cutting
 - Undertake research on related topics, including accountability of automated decision-making and intersections between technology and democracy (including political communication, disinformation, and civic space online). [This may form part of the 2021 Global Report.]



Session 5. OGP@10 Special Projects

Within the 2021 work plan, there are a set of ‘OGP@10 special projects’ that will culminate at the 7th OGP Global Summit in Seoul. Following a series of discussions since the February and July 2020 Steering Committee (SC) meetings, these are aligned with the collective results and strategic approaches outlined in the [2020-2022 OGP Implementation Plan](#) (3YP), as well as the 2020-2021 OGP Co-Chair priorities. **The overall objective of these OGP@10 activities is to galvanise the open government community with fresh energy, political commitment, evidence, and support to build a stronger global movement for open government and democracy, and to position OGP for greater impact.**

1. **Global campaign:** Building on the first two phases of the Open Response + Open Recovery (OR+OR) campaign, in 2021 we will focus on Open Reset/Reform/Renew (TBD). The campaign will encourage OGP members to adopt commitments in their action plans that address the four partnership-wide objectives for 2021 and raise the ambition level of the 100+ action plans in development in 2021.
2. **OGP Global Summit:** Galvanise the open government community with fresh energy, political commitment, evidence, and support to build a stronger global movement for open government and democracy, and to position OGP for greater impact in the next 10 years.
3. **Rules of the game and governance:** Ensure OGP’s rules of the game are providing the right incentives, flexibility, and accountability for members to implement ambitious reforms; revise OGP’s legislative engagement policy; and commence a light-touch assessment of the governance arrangements of OGP to identify any potential areas for change in 2022 onwards.
4. **Research and evidence:** Present the latest trends, evidence and learning on how government and civil society are using OGP to have the most impact possible, and make recommendations for the partnership to have more impact in its second decade.
5. **Fundraising:** Put OGP onto a sustainable financial footing with a pledging moment that secures recommitment from current funders, and new funders.

OGP@10 Special Projects Updates

1. Global Campaign

OGP campaigns can play a vital role in helping to achieve results and advance open government at the global, thematic and country (including local) level. The OR+OR campaign has been running since the start of the COVID-19 pandemic, with the leadership of the SC and OGP governments and civil society around the world. In 2021, the campaign will add a third dimension: Open Reset/Reform/Renew (TBD), which will seek to ensure that systemic inequalities and threats to democracy - many which predate the pandemic - are proactively tackled by OGP members, so that we can build back stronger and more citizen-centric democracies for a post-pandemic context.

The campaign will include the following key activities:

- **January:** Call to action from the OGP co-chairs to the full national and local membership calling for a step up in: (i) ambitious commitments in 100+ actions advancing open government reforms such as anti-corruption reforms, digital governance, and civic space to tackle major challenges facing the world; and (ii) stronger, more inclusive co-creation. The



call will signal that Heads of States/Government will be invited to the Global Summit, where ambitious commitments will be recognized through an awards program, as well as the launch of a new storytelling platform crowdsourced from the OGP community to surface bottom-up innovations and results, to be piloted at the local level and then scaled nationally.

- **January-March:** Research will be conducted on an OGP data-driven “health check” called Vital Signs, to be published later in the year.
- **March (TBC):** Open Gov Week to ensure co-creation processes have started in the 100+ action plans due in 2021, and to provide policy guidance and connect partners to members in need of support.
- **May:** Launch of 10th anniversary OGP awards program, which seeks to showcase some of the most promising open government innovations from across the partnership at the OGP Global Summit in Seoul.
- **July:** Release of 50+ new OGP Local action plans.
- **July-September:** Ministerial roundtables for each region to push for action plan ambition and delivery and to prepare for the 10th anniversary summit.
- **July-December:** Release of 10 results stories across OGP thematic priority areas that demonstrate the impact of open government on citizens’ lives.
- **December (TBC):** 10th anniversary OGP Global Summit, hosted by the Republic of Korea, to showcase the new national and local action plans and other innovations from OGP members to the world.

Notable success of the OR+OR campaign to date include:

- Over [400 crowdsourced](#) open government innovations from government and civil society to help tackle the pandemic
- A [comprehensive guide](#) to tackling COVID-19 using open government approaches, produced with a wide range of OGP partners.
- A [UNGA Virtual Leaders Summit](#) with heads of state and government, civil society leaders, ministers and multilateral agencies and over 1,000 attendees, showcasing the importance and opportunity of open government in the current context.
- From May – July 2020, OGP hosted the Open Response + Open Recovery [Digital Forum](#), a series of global, regional, and thematic events designed to facilitate conversations around government responses to the coronavirus pandemic and how to move towards open and effective recovery efforts.
- Some OGP members amended their Action Plans to add COVID-relevant commitments, including:
 - In **Paraguay**, stakeholders used their open government platform to provide accountability and guarantee access to information. Their national OGP website was quickly adapted to incorporate a [covid section](#) and included [MapaInversiones](#), a very well known accountability platform that helps inform COVID and social expenditure.
 - In **Nigeria**, the CSO [Follow the Money](#) is compiling [a list](#) of all the pledges and funds donated to minimize the spread of the virus in Africa. It is also tracking how the money is spent by contacting donors and government agencies for detailed information on spending plans. The government - with help from OGP - is working to develop and launch a multi-stakeholder initiative on transparency, participation and oversight of 3-5 key components of Nigeria’s stimulus and safety nets package.
 - In the **Philippines**, former government officials - in collaboration with civil society organizations - launched a citizen-led initiative that tracks COVID-related



- expenditure and are creating visual guides for citizens to raise awareness and empower them to contribute to this oversight.
- Countries like **Portugal and the Netherlands** have carried out a [set of virtual activities](#) under the OR + OR campaign using OGP resources like the Open Gov Guide to Coronavirus to address issues like closing civic space and limitations to the right to information.
- Op-eds by prominent OGP stakeholders:
 - Bloomberg Opinion - [To Beat Covid-19, Governments Need to Open Up](#) by Ngozi Okonjo Iweala, OGP Ambassador
 - International Budget Partnership - [Making trillion-dollar stimulus and safety nets work for all: essential steps we can take now](#) by Sanjay Pradhan, CEO OGP
 - Apolitical Op-ed Series
 - [If We Focus Our Recovery Efforts Solely on Government, We are Bound to Fail](#) by Robin Hodess, The B Team
 - [Opportunities in Times of Crisis](#) by Cesar Gazzo Huck, Government of Argentina.
 - [Covid-19 and the Shrinking Space for Dissent](#) by Elisa Peter, PWYP
 - [The Low-Tech Way to Engage Citizens in Lockdown](#) by Aidan Eyakuze, Twaweza
 - [An Open Government Antidote to COVID-19](#) by Conrad Zellman, Hivos
 - [Open Government and Covid-19: A Blueprint for Public Action](#) by Alessandro Bellatoni OECD

2. 2021 OGP Global Summit

To be hosted by the Republic of Korea in 2021, the OGP Global Summit will mark the culmination of OGP@10 activities as well as serve to promote ambition, demonstrate political support, and advance thematic priorities for the Partnership. Aligned with the priorities of 2020-21 SC Co-Chairs the Government of South Korea and Maria Baron, the draft themes of the Summit are anti-corruption, digital innovation and governance, and public participation and civic space.

Given the unknowns regarding COVID-19, the 2021 OGP Global Summit will be planned as an in-person event, but will prioritize virtual and hybrid participation options from the early planning stages of the Summit. This will address the growing demand for remote participation options that existed before the COVID-19 pandemic and allow organizers to pivot certain elements online if needed.

The Summit provides an opportunity to secure the political recommitment of heads of state and government, ministers, and civil society leaders to use OGP membership to advance ambitious open government reforms; showcase brightest light examples of the coalition; and push for delivery of the 100+ 2021 action plans. Specific 2021 OGP Global Summit activities in development include:

- Creating opportunities for Heads of State and Government to recommit to OGP and make new ambitious open government reform commitments at or in the run up to the Summit.
- Hosting action-forcing activities and events for each region aligned with the deliverables of the Summit and OGP focus themes (including the Co-Chair priorities). Pre-Summit convenings could include those of regional ministers to reinforce political momentum and ensure the Summit is an action-forcing moment for concrete commitments at the national level or key civil society/thought leaders to strategize on how best to leverage the Summit.



- Similarly, aligning with other global forums and leveraging new or strengthened thematic partnerships to advance Co-Chair priorities in 2021 activities and events and Summit agenda.
- Organizing or providing space in the Summit lead up and agenda for important side events or gatherings of different communities, such as: civil society, POCs, ministers and other high level participants, thematic coalitions and other leadership groups, OGP Academy, OGP Local members, parliaments, and donors.
- Creating moments in the lead up and at the Summit to reflect on the progress of OGP in its first decade and present a vision for the future.

3. Rules of the Game and Governance

- a) **Rules of the Game:** As OGP approaches its 10th anniversary, some members will enter their fourth or fifth OGP action plan cycles. To safeguard OGP values and processes and to encourage increased innovation and ambition across the partnership, the Support Unit (SU) — with close guidance from the Criteria and Standards (C&S) Subcommittee — have begun discussing two areas of work, as detailed in a [blog by recent C&S co-chairs](#):
- i) Streamline and simplify the OGP Participation and Co-Creation Standards.
 - ii) Develop a flexible, multi-year action plan model.

During the next few months, the C&S Subcommittee and the OGP SU will develop concrete proposals on how this or any additional proposals could look like in practice. We will then consult the global community in late 2020 or early 2021. This input will inform final proposals for Steering Committee approval in the first half of 2021, and develop enhanced guidance materials to be ready to roll out changes in 2022.

- b) **Legislative Engagement Policy:** The Legislative Engagement Policy was approved by the OGP Steering Committee in 2016 to provide a framework for the participation of parliaments in OGP, recognizing the key role they play in delivering open government reforms at the country level. The 10th anniversary provides an opportunity to reinvigorate this policy to ensure that it effectively supports legislatures in the co-creation of transformative commitments within national OGP processes, as well as stand-alone action plans.
- c) **Governance:** The 10th anniversary is a natural opportunity to reflect on the structure and ways of working of the governance mechanisms to ensure these enable the SC to fulfill its mandate effectively as custodians of the Partnership, and reflect recent changes such as the expansion of OGP Local and the increased diversity of stakeholders involved in OGP at the global, thematic and country level. In 2021 a light-touch check-in of the governance arrangements of OGP will take place to identify any potential areas for change in 2022 onwards.

4. Research and Evidence

OGP has grown dramatically in scale and volume of reform commitments, but important questions remain about how and where the most impact is being achieved by members. As OGP moves to its second decade the community needs a stronger understanding of what is working, what is not, and why. This includes having an analytical base to understand OGP's impact in the first ten years, and concrete recommendations for how to best build on those learnings.



In an attempt to answer these big questions, as determined through a wide consultation with the OGP community (including the SC), the following research projects will take place in 2021:

- a) **OGP@10 Vital Signs:** Present the latest trends, evidence and learning on how government and civil society are using OGP to have the most impact possible, and make recommendations for the partnership to have more impact in its second decade. In particular, the Vital Signs series, a data-driven look at what is working and what is not in OGP, will seek to reflect the quickly growing evidence base around the following questions: How does a successful multi-stakeholder approach contribute to reform results? Can OGP reforms help explain variation in results across different policy areas? To what extent did the OGP process, community, and SU/IRM contribute to results? The outputs of this work will include a major document on OGP results after 10 years, a thorough technical paper and subsidiary communications materials. Earlier examples of this work can be found [here](#), [here](#), and, as part of the 2019 Global Report's [introductory chapter](#).
- b) **Third OGP Academy:** To be sponsored by the Korea Development Institute (KDI) School of Public Affairs and organized with other OGP partners as a part of the 2021 OGP Global Summit. A call for research proposals will be issued related to the focus and emerging themes of OGP's 3YP, as well as those of the Summit. Tracks could include "Open Government Impacts Research" and an "Educational Track", a smaller workshop on how to train the next generation of open government leaders. As part of this, the Support Unit will commission and work with experts to carry out "State of Evidence" reviews across focus theme areas.
- c) **OGP Evaluation:** The multi-donor funded evaluation of OGP will be coming to an end in November 2021. The evaluation focuses on how OGP is contributing to design and implementation of reforms in three policy areas: beneficial ownership transparency, open contracting & citizen engagement - in 7 OGP members - Nigeria, Kenya, Ukraine, Colombia, Philippines, South Cotabato and Elgeyo Marakwet County. The focus on a small set of policy areas and countries will allow deeper insights into specific strategies and parts of OGP's theory of change that have worked, and areas where OGP continues to face challenges in seeing progress. The findings of the evaluation will come at the cusp of OGP's 10 anniversary.

5. Fundraising

Like for many of OGP's civil society partners around the world, COVID-19 has had a significant impact on funding. By the end of 2020, we expect the total received from government members in annual contributions to have fallen significantly, and due to midyear reductions in the UK aid budget, OGP's grant from the Foreign, Commonwealth and Development Office was reduced by approximately 40%. Some foundations also have new strategies, although they remain on topics where OGP adds significant value so we hope their funding will continue. At the same time, open government approaches have proved to be extremely effective in tackling the health and economic impacts of COVID-19 and the opportunities ahead for OGP are compelling. To put OGP on a more sustainable funding footing by the end of 2021 the following projects are proposed:

- a. In 2021, OGP will host a **pledging event** in the run-up to - or in the margins of - the 2021 OGP Global Summit in Seoul. This event will aim to secure the recommitment of current OGP funders from both private foundations and bilateral donors, and to secure new commitments from donors who have not previously funded the budget of the Support Unit



and Independent Reporting Mechanism. In advance of the pledging event we will convene a series of smaller roundtable discussions with funders to discuss the opportunity of OGP's next ten years, starting with the founding donor group in early 2021.

- b. Throughout 2021, OGP will pilot a set of new approaches with the aim of **increasing the level of country contributions**, including exploring ways to formalize country contributions as core components of OGP membership. When OGP was founded country contributions were not required, but ten years in they are an essential part of OGP's existence. The Summit provides an opportunity to reset these expectations for OGP's next ten years. In addition, there are some tactics to increase country contributions that OGP will pilot, such as early invoicing, multi-year commitments, peer-to-peer outreach by Steering Committee members, and mobilizing Ambassadors in Washington DC and Brussels.
- c. As **OGP's Local membership** has rapidly expanded, and will continue to be a major priority for the partnership, it now also makes sense to begin discussions with funders who might be specifically interested in supporting open government at the local level. This could include private foundations, and potentially contributions from local members themselves.

OGP will capitalize on its first-class research and learning products; particularly those at the intersection of open government and primary global challenges such as climate change, COVID-19 recovery, inclusion of women and LGBTI+ communities, and police reform; to create entry points with a more diverse set of private foundations with interests outside traditional open government. The Summit and OGP@10 campaign can also be used to highlight these intersections and bring more foundations into the tent. The Chandler Foundation and Charles S. Mott Foundation grants secured in 2020 can be models.



Session 6a. 2021 Budget Memo

Unless otherwise noted, all figures listed are in USD.

Introduction

The Open Government Partnership (OGP) Support Unit (SU) is presenting a work plan and budget designed to take advantage of unique opportunities anticipated in 2021 to strengthen our work at the country level and globally supporting the principles of citizen centric government and democracy. **In 2021, OGP is proposing an organizational budget of \$13.1 million in expenditures, with an anticipated income of \$11.5 million, supplemented by additional revenue of \$1.7 million saved in 2020** as a result of cost saving measures taken in response to the pandemic and financial crisis. In sum, prudent financial management in 2020 allows for near-match of available income compared to planned expenses while maintaining a targeted operational reserve of 3 months of expenses, consistent with our reserves policy. The proposed 2021 budget supports execution of the 2020-2022 three-year implementation plan (3YP), which was endorsed by the Steering Committee in February 2020. OGP's 2021 planned activities aim to advance four partnership-wide objectives:

1. Countries making an effective economic recovery through transparency, citizen input and public oversight over the massive COVID-19 stimulus and safety net packages.
2. Countries tackling systemic inequalities laid bare by the pandemic, including vast economic disparities, gender gaps and systemic racism in the US and elsewhere.
3. Countries building more resilient democracies by tackling digital threats to democracy, protecting civic space and media freedoms.
4. Countries building trust and a more citizen-centred democracy by fostering civic participation.

As further explained in the OGP 2021 Work Plan, these interrelated partnership-wide objectives are advanced through planned activities under six strategic approaches:

1. **Thematic policy areas advance reform on any theme through open government approaches.** Policy areas receiving high intensity focus, in light of issues confronting the globe in 2021 are: the cross-cutting OR+OR framework to pandemic response; Anti-corruption to catalyze economic recovery, address systemic inequality and strengthen democracy; Civic space to bolster collective action and Gender and Inclusion to deepen policy traction particularly relevant in the post-pandemic context. Other policy areas receiving support include: Digital Governance, Justice, Citizens Shaping Public Services, Climate and Environment, and Innovative Participation methods.
2. **OGP countries deliver results on national and local levels and through regional initiatives.** In 2021, over 100 OGP members at the national and local levels will be co-creating new action plans, many of which were delayed due to the COVID-19 pandemic, to be delivered before or at the 10th Anniversary Summit in Seoul. In 2021 OGP will further refine its approach to focus countries to include: structured learning and peer exchanges to improve co-creation, coalition building, supporting country communications, and deeper engagement with governments. These activities will be complemented by a refinement of OGP's universal support mechanisms for member countries and the timely production of IRM products to inform the co-creation of Action Plans.
3. **OGP commitments deliver results for citizens.** Transformative commitments can produce tangible benefits for citizens. In 2021, support is planned for a small number of potentially



high impact and relevant commitments and dissemination of results stories as examples of success while additional tools, guidance and support is given to all OGP members seeking to improve their commitment implementation rate.

4. **Global advocacy strategies galvanise the open government community.** Through a series of global and regional events around democracy and open government, OGP will leverage global platforms, stronger political leadership and the smart use of campaigns, to showcase the work of reformers and champions at a global stage to inspire more concrete progress from other members. The launching of OGP Awards to incentivise ambition and community crowdsourcing will surface bottom-up innovation within the partnership. The 2021 OGP Global Summit will be the culminating moment for the 2021 objectives, to include action-forcing activities and events for each region.
5. **A stronger universal OGP platform supports reformers to advance open government in local, national and regional contexts.** In 2021, OGP will lay the foundations for making OGP a stronger knowledge and learning hub for all 78 national members and up to 70 local members to access resources, tools, guidance and peer inspiration on open government.
6. **OGP's staff, processes and structures are resilient and agile in the face of uncertainty and change, to successfully support the mission.** To continue to provide leadership to the open government movement, OGP will further invest in its staff, processes and structures to strengthen resilience and ensure agility and ensure adequate infrastructure and support our staff with enhanced professional development opportunities. In 2021 OGP will also focus on fundraising leading to a donor pledging meeting around the time of the Seoul Global Summit.

Action for the Steering Committee and the Board of Directors

The accompanying budget reports the anticipated income and planned expenses for January – December 2021. 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 the alignment between this proposed 2021 budget and the strategic directions of the 3YP. The Board has the formal role of approving the budget taking into account available resources and operational reserves.

Summary of OGP Financial Position - Revenues and Expenditures

Several factors contribute to OGP's financial position as we enter 2021: (i) an estimated net income balance as of December 31, 2020 of \$4.7 million (including operational reserves and proactive savings made during the pandemic, anticipating economic uncertainty); (ii) confirmed funding commitments for 2021 of approximately \$7 million; and (iii) an additional \$4.5 million in anticipated income (including annual government contributions) to support 2021 expenditures. This brings the total estimated available funds for program activities in 2021 to approximately \$16.2 million, with \$3 million of that amount held in operating reserves. In 2021 OGP has planned expenditures of \$13.1 million, which predicts a reserve balance of \$3.1 million as we enter 2022, in line with the Board's guidance for OGP reserves.

2021 planned expenditures (\$13.1 million) are projected to increase by 18.7% compared to OGP's revised approved 2020 budget of \$11.04 million² (approved in June, 2020). OGP's projected actual

²In February 2020, the OGP Secretariat Board of Directors approved an organizational budget of \$12.58 million in expenditures, and anticipated income of \$12.57 million. Within a month, however, the world was engulfed in the coronavirus pandemic, with both health and financial implications leading OGP to revise its 2020 work plan and budget to



expenses for 2020 are about \$10 million, reflecting a conscious effort to conserve funds (primarily through reduced travel and other administrative cost areas) in anticipation of financial uncertainty in 2021 and 2022. Below is a summary of changes within major cost categories:

1. **Staff costs** are reduced slightly, following a functional review of OGP’s overall staffing pattern that led to 4 positions being made redundant. In 2021, OGP anticipates being fully staffed at 56 individuals in the United States (34), Europe/UK (13), Africa (3), Asia (3) and Latin America (2). Overall, we note that staff costs (at \$7.5 million) constitute 57.0% of OGP’s overall budget, resulting in a prudent staff (fixed) to non-staff (variable) ratio.
2. **Professional Services** increase, as we prepare for the 2021 Summit, invest more heavily in our growing Local program, and flexibly reserve “surge” capacity funds to take advantage of emergent opportunities (including those presented by the new US administration) under a growing movement towards open government.
3. **Facilities, Administration, Depreciation and Other Expenses** decrease, in large part as a reflection of OGP’s decision to let go of 76% of its leased space in Washington DC to better reflect our use of space in a year where virtually all staff are working 100% remotely.
4. **Travel & Meetings** increase in large part because of the 2021 Global Summit in Seoul (which will be regularly reviewed for mix of virtual and in-person attendance, potentially changing the budget), complemented by an anticipated increase in staff travel as the pandemic subsides and the ability to travel safely increases for work anticipated under the recently awarded EU grant.

OGP’s financial position for 2020 and 2021, comprising aggregate revenue, expenditures, and anticipated reserves is summarized below in Table I:

Table I: Financial Position 2020 - 2021

	2020 (US\$) <i>(unaudited actual and projected)</i>	2021 (US\$) <i>(projected)</i>
Revenue	\$11,427,280	\$11,524,254
Expenditures	\$9,908,577	\$13,097,806
Ending unrestricted reserves	\$4,732,702	\$3,159,150

Note: These figures do not include information about a pass-through grant to Oxford Policy Management for the independent OGP Evaluation.

Highlights of the 2021 Proposed Budget

While advancing the six strategic approaches outlined above, and discussed in detail in OGP’s 2021 work plan, OGP will balance its staff time and other resources between supporting all OGP members and partners through our universal platform, and focusing on a set of countries, themes, commitments and global engagements which present major strategic opportunities in 2021. The planning process also included an estimate of how staff and other resources are being deployed between universal services, and focus areas, in order to provide the SC and Board with a clearer

reflect those realities. In June 2020, the Board of Directors approved a revised 2020 budget which projected \$11.62 million in income and \$11.04 million in expenses, to accompany a revised work plan that focused on supporting OR+OR approaches to open government.



sense of how resources will be deployed. As Table 2 below reveals, 59.0% of OGP’s overall 2021 expenditures support Universal Platform activities while 41.0% support Focus activities. This split captures the spirit of OGP’s commitment to 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, and Other Expenses (other direct costs such as supplies, licenses, printing, etc). Percentages of the totals for cost categories are provided in italics:

Table 2: 2021 Expenses Recap by Strategic Approach and Collective Result

	Salaries and Benefits	Travel and Events	Professional Services	Grants and Awards	Operational	Other	Total
Universal	\$4,042,097	\$543,838	\$2,421,440	\$224,000	\$219,800	\$276,275	\$7,727,449
							<i>59.0%</i>
Focus	\$3,192,543	\$785,565	\$1,203,343	\$141,000	\$ -	\$47,905	\$5,370,356
							<i>41.0%</i>
Country	\$862,824	\$165,303	\$372,534	\$34,000	0	\$12,031	\$1,446,692
Themes	\$963,018	\$223,391	\$410,894	\$39,000	0	\$15,422	\$1,651,725
Commitments	\$447,690	\$82,457	\$121,732	\$34,000	0	\$1,234	\$687,114
Global	\$919,011	\$314,415	\$298,183	\$34,000	0	\$19,217	\$1,584,826
Total	\$7,234,640	\$1,329,403	\$3,624,783	\$365,000	\$219,800	\$324,180	\$13,097,806

Confirmed vs. Anticipated Income

OGP’s yearly income is consistently derived from three sources: multilateral or bilateral grants from governments, foundation grants, and government contributions. As stated above, of the \$11.52 million anticipated in 2021, \$7.0 million is confirmed (comprised of bilateral donor funds and foundation grants) and \$4.5 million is not yet confirmed.

The 2021 unconfirmed income is from two sources. First, OGP anticipates renewals or extension funding from several core supporters, including the Hewlett Foundation, USAID and UK FCDO. In addition, the OGP Multi-Donor Trust Fund (housed by the World Bank) is expected to shortly confirm its payment to the OGP Secretariat at its Council meeting on 11th December 2020. While the budget already reflects conservative estimates for the above, it should be noted that the UK aid budget will be reduced to 0.5% of UK GNI from April 2021 and we are waiting to learn whether that has implications for OGP.

A second source of unconfirmed core income for 2021 is government contributions, since amounts and countries making payments fluctuate from year to year. OGP has conservatively budgeted \$2.0 million in government contributions, in 2021, given the financial uncertainty expected over the medium term. At the same time, our fundraising strategy includes a concerted effort to bring government contribution levels back to what OGP had received in 2019 before the pandemic, which



was nearly US \$2.8 million. If received, this additional source of core funding would bolster our income available for 2021-22 activities.

Our breakdown of revenue by source using our conservative projections is currently 40.1% from bilateral government contributions, 42.5% from foundations and 17.4% from annual government contributions. If annual government contributions income does rebound to the US \$2.8 million level, the percentage share of the three core components of OGP income would be as follows: 37.5% for multilateral or bilateral grants from governments, 39.8% for foundation grants and 22.7% for government contributions, aligning with our goal of equal distribution among the three categories.

Finally, given the overall financial uncertainty for 2021 and 2022, OGP has prudently kept an unallocated contingency of \$500K and will engage in a formal budget review process in the April/May timeframe, by which time more information about the aforementioned renewals and extensions is expected. This will allow for mid-year modifications to our workplan and budget, if needed.

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 consistent with the policies of many similar non-profit organizations. While the approved guidelines provide for a 3 month operating reserve, given the anticipated financial uncertainty of the 2021-2022 timeframe, OGP elected to revise its 2020 workplan and budget to allow for an estimated ending reserve balance of 4 months at December 31, 2020. OGP estimates that its cash reserve at the close of 2021 will revert to a range equivalent to 3 months of its 2021 spending level.

Fundraising

In 2021-22 OGP will make fundraising one of its major organizational priorities as part of the 10th anniversary of the organization. This will include:

- a) Seeking renewals from current or past supporters of OGP including UK FCDO, Sida and the Hewlett Foundation;
- b) Seeking support from bilateral and foundation donors who have not yet supported the OGP Secretariat directly, including through specific programmes such as OGP Local or by focusing on specific regions as the European Union's first grant to OGP does;
- c) Seeking to increase country contributions from the partnership.

We fully anticipate that 2021 and 2022 will require careful planning so that expenditures align with available income and to ensure OGP's long-term sustainability during this period of financial uncertainty. For this reason, OGP is building flexibility in our planning for 2021 and 2022, taking advantage of creative solutions devised for advancing OGP goals during the travel ban period to complement the tools for successful engagement that have been employed since OGP's early years.



2021 OGP Budget Compared to Previous Years

The graph below outlines the 2021 OGP budget compared to the 2020 approved and adjusted budgets, and 2019 actual expense totals. Red figures indicate unconfirmed grants.

INCOME	2019 Final Actual	2020 Original Board Approved	Board Approved June 2020	2021 Budget
Hewlett*	1,250,000	1,295,000	1,295,000	1,000,000
Luminate/Omidyar	950,000	750,000	750,000	750,000
OSF + Challenge Grant		1,533,000	1,533,000	2,100,000
Ford	700,000	700,000	700,000	700,000
DFID	3,339,803	2,230,000	2,230,000	279,320
DFID Extension				1,125,000
USAID	356,328	50,000	200,000	300,000
USAID Renewal				200,000
Payroll Protection Grant		0	530,000	
Government Contributions	2,774,902	2,800,000	1,814,000	2,000,000
IDRC	470,457	200,000	120,000	83,000
SIDA	1,525,921	1,526,000	1,500,000	1,500,000
WB Trust Fund	0	177,000	112,000	177,000
Chandler	0	200,000	200,000	200,000
Mott	0	150,000	150,000	150,000
EU Grant	0	955,000	494,000	959,934
Other	12,184			
Total Revenue	11,379,595	12,566,000	11,628,000	11,524,254

EXPENSES	2019 Final Actual	2020 Original Board Approved	Board Approved June 2020	2021 Budget
Salaries & Related Expenses	6,284,482	7,494,000	7,551,000	7,234,640
Professional Services	2,031,016	2,281,761	1,907,204	3,124,783
Prof Services- Unallocated Contingency	0	0	0	500,000
Facilities & Admin. Expenses	333,375	407,088	407,088	149,800
Ext. Relations-Staff Travel	859,356	773,619	284,814	475,565
Ext. Relations-Non Staff Travel	671,283	389,695	179,652	582,838
Ext. Relations -Meetings & Events	126,459	187,900	69,512	271,000
Grants & Awards	50,608	630,000	291,000	365,000
Depreciation	43,815	108,000	108,000	70,000
Other Expenses	277,830	312,684	247,036	324,180
Total Expenses	10,678,224	12,584,747	11,045,306	13,097,806

Beginning Carryover Reserves		3,177,000	3,177,000	4,732,702
Ending Reserves		3,158,253	3,759,694	3,159,150



Session 6b. OGP Country Contributions, Q4 2020 Update

As of December 1, the Support Unit has received contributions from 26 members (in USD):

Member	2020 Amount Received	2020 Recommended	2020 Minimum	2019 Amount Received
Afghanistan	9,950	25,000	10,000	10,000
Australia	99,995	200,000	100,000	99,975
Armenia	50,000	100,000	50,000	50,000
Brazil	50,000	100,000	50,000	50,000
Cabo Verde	54,063	50,000	25,000	0
Canada (SC)	200,000	200,000	100,000	200,000
Croatia	12,500	200,000	100,000	25,000
Czech Republic	24,978	200,000	100,000	0
Denmark	149,980	200,000	100,000	149,970
Estonia	25,000	200,000	100,000	25,000
France (SC)	200,000	200,000	100,000	200,000
Germany (SC)	200,000	200,000	100,000	200,000
Italy (SC)	101,090	200,000	100,000	99,069
Mexico	50,000	100,000	50,000	50,000
Morocco	25,000	50,000	25,000	50,000
Netherlands	99,980	200,000	100,000	99,980
New Zealand	131,440	200,000	100,000	123,420
Norway	199,980	200,000	100,000	199,960
Peru	29,357	100,000	50,000	29,426
Philippines	50,000	50,000	25,000	100,000
Portugal	10,000	200,000	100,000	12,195
Romania (SC)	50,000	100,000	50,000	50,000
Serbia	15,244	100,000	50,000	30,488
South Africa (SC term ended Oct.)	84,000	100,000	50,000	100,000
South Korea (SC)	192,095	200,000	100,000	191,039
Spain	107,317	200,000	100,000	49,700
Total	2,221,969 (to date)	3,875,000	1,935,000	



Highlights:

- We have surpassed the revised 2020 goal of \$1.8 million. In comparison in 2019 the total contributions were \$2.77 million, but the 2020 target was reduced due to the pandemic.
- Two countries, Czech Republic and Cabo Verde, have contributed for the first time. The remaining 24 countries contributed last year.
- Six out of the current 11 Steering Committee countries have contributed so far, with two having indicated that the payment is in process and will arrive by end of this year. South Africa, whose term in the Steering Committee ended on October 1, has also contributed.

The following table shows 2020 contribution by Steering Committee members:

SC Member	(Likely) 2020 Contribution (USD)	2020 Minimum	Status
Canada	200,000	100,000	Paid
Germany	200,000	100,000	Paid
Italy	101,090	100,000	Paid
Romania	50,000	50,000	Paid
South Africa (SC term ended Oct.)	84,000	50,000	Paid
South Korea	192,095	100,000	Paid
France	200,000	100,000	Paid
Indonesia	50,000	25,000	Payment in process
Nigeria	25,000	25,000	Intend to contribute
Argentina	50,000	50,000	Confirmation outstanding
Georgia	25,000	50,000	Confirmation outstanding
Kenya	50,000	25,000	Confirmation outstanding

Future Outlook and Projections:

The following countries have indicated that they intend to contribute in 2020, or that payment is in process, potentially bringing an additional \$299,048:

Member	(Likely) 2020 Contribution (USD)	2020 Minimum
Côte d'Ivoire	26,000	25,000
Ecuador	50,000	50,000
Finland*	60,975	100,000
Indonesia (SC)	50,000	25,000



Ireland	67,073	100,000
Nigeria (SC)	25,000	25,000
Panama	20,000	100,000
Total	299,048	425,000

**first time contributor*

If all of the pledged contributors fulfill their payments, the total will reach **\$ 2,521,017**, exceeding the reduced 2020 goal of \$1.8 million.

An additional \$278,983, roughly 66% of the most likely remaining prospect funds below, would be needed to meet the original pre-pandemic goal of \$2.8 million.

Prospect	(Likely) 2020 Contribution	2020 Minimum
Argentina (SC)	50,000	50,000
Bulgaria	50,000	50,000
Georgia (SC)	25,000	50,000
Kenya* (SC)	50,000	25,000
Latvia*	25,000	100,000
Lithuania*	25,000	100,000
Luxembourg	10,000	100,000
Papua New Guinea	25,000	25,000
Senegal*	10,000	25,000
Seychelles*	100,000	100,000
Slovakia	25,000	100,000
Tunisia	25,000	25,000
Total	420,000	750,000

**first time contributors*

The Support Unit has set individual strategies for each remaining prospect, including:

- Minister-to-Minister Steering Committee engagement (where applicable).
- Peer-to-peer communication at working level.
- Regular engagement and encouragement at working level.
- Individualized value propositions.

