Open Government Partnership

2020 Annual Report

Open Government Partnership

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Acknowledgments

THE YEAR AT A GLANCE

5 heads of state and open government leaders from

23 countries participated in the Virtual Leaders Summit

11 major knowledge **products** published providing resources, reform examples, and stories of OGP members

93 countries represented and thousands of people participated in *Open Response + Open Recovery* virtual events

15 action plans submitted

57 IRM reports

56 new OGP Local members

33,600 uses of #OpenGov on Twitter

39,000 engagements with the *Open Response + Open Recovery* campaign on Twitter

THE OPEN GOVERNMENT PARTNERSHIP

Youth at the 2019 OGP Global Summit in Ottawa, Canada. Photo: OGP

Who We Are

In 2011, government leaders and civil society advocates came together to create a unique partnership—one that combines these powerful forces to promote transparent, accountable, participatory, and inclusive governance. Seventy-eight countries and a growing number of local governments along with thousands of civil society organizations are members of the Open Government Partnership (OGP). They are supported by OGP staff located across the globe, from the Philippines to Mexico to Kenya.

The OGP Steering Committee provides the strategic and programmatic policy direction of OGP as an international initiative and is composed of government and civil society members. Currently, the Steering Committee is led by the Government of the Republic of Korea and María Baron, Executive Director of Directorio Legislativo in Argentina. Legally, the organization functions as the OGP Secretariat, a U.S.—based 501 (c)(3) not-for-profit organization overseen by the OGP Board of Directors. Mukelani Dimba, Head of Development at the International School for Transparency, currently serves as the Chair of the Board, which provides legal and fiduciary oversight.

How We Work

OGP plays a vital role on the global stage promoting the value of open government as a key component of a healthy democracy and as a tool to achieve improvements in policies and services that directly affect citizens. Upon joining OGP, governments work with civil society to co-create two-year action plans with concrete steps—commitments—across a broad range of issues. Action plans are at the core of a member's participation in OGP. Collectively, OGP members have made over 4,500 commitments covering important areas such as open contracting, beneficial ownership, civic space, justice, as well as gender and inclusion. This model allows civil society organizations and direct citizen engagement to play a role in shaping and overseeing governments. OGP's Independent Reporting Mechanism (IRM) monitors all action plans to ensure governments follow through on commitments.

DELIVERING RESULTS IN A YEAR OF PROFOUND CHALLENGES

Black Lives Matter protest in Calgary, Alberta, Canada.
Photo: Ben den Engelsen via Unsplash

The year 2020 saw a confluence of crises. In addition to the profound crises associated with COVID-19 and ongoing and growing inequality and systemic racism, communities everywhere also struggled with severe economic challenges, a climate emergency, and continued threats to democracy. OGP has an essential role to play in tackling these crises, and as a result in 2020 we adjusted our strategies and approaches to ensure we delivered solutions where the need was greatest.

What we saw was that open government has the potential to save lives and livelihoods like never before: from transparent disclosure of COVID-19 cases and testing that empowered citizens to take mitigating actions to open contracting for better emergency health procurement. The pandemic also galvanized open government advocates worldwide to innovate on rapid policy responses, collaborate across borders to share knowledge, and lead on recovery efforts at the global, regional, and country level.

To accelerate this work in response to COVID-19, OGP launched a global campaign focusing on open response and recovery, adjusted OGP processes to better support members, created spaces for exchange and learning, and convened leaders and experts from around the world to engage and activate the open government community.

This annual report provides an overview of OGP's actions in response to the pandemic and its multiple challenges. It also highlights five key results obtained in priority areas identified prior to the pandemic.

Photo: ArtistGNDphotography via iStock, adapted by OGP

Open Response + Open Recovery

Launched in April 2020, the *Open Response + Open Recovery* campaign is an example of how OGP's convening power continues to create open spaces for action, collaboration, and learning. The campaign kicked off with a crowdsourcing exercise that gathered over 450 examples of open government approaches for tackling COVID-19. Members of the open government community from all over the world shared examples of reforms being implemented by governments, civil society, citizens, or the private sector.

OGP's platform can help take policy work by expert organizations and turn it into concrete actions in member countries. Members can now access examples of reforms and related OGP commitments on 16 different topics in the Guide to Open Government and the Coronavirus, along with

resources from a wide range of 50+ partners, many of whom have directly contributed their expertise to the guide. For example, 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. Afghanistan is using community-based monitoring and social audits to oversee compliance with COVID-19 screening procedures, as well as to determine the availability of PPE equipment, necessary drugs, medical supplies, and ventilators in health centers across 13 provinces in the country. And civil society and academics in Morocco launched the Open Innovation against COVID-19 initiative, an open shared space for all actors and researchers to coordinate efforts and spread awareness about the COVID-19 pandemic based on scientific foundations and reliable sources. Indonesia committed to improving

transparency around COVID-19 related budgets at the local and national levels by allowing the public to monitor and provide feedback through a budget transparency application funded by the World Bank.

OGP also conducted a digital forum, a year-long effort of multiple regional and thematic conversations with the purpose of sharing and learning from challenges faced by civil society. These gatherings brought together over 800 attendees from 93 countries. With nearly three million views on the OGP website in 2020 and 39,000 engagements on social media since the launch of the campaign, *Open Response + Open Recovery* successfully created a powerful value proposition for open government. The guide was viewed over 44,000 times between its launch in May 2020 and the end of the year, and the commitment ideas and examples continue to be used to inform government agencies and civil society who are formulating their next action plan.

Local food drive during the pandemic. Photo: SDI Productions

Economic Recovery

Shifting from responding to the challenges of COVID-19 to focusing on economic recovery is an important step to ensure long-term solutions are put in place, and OGP was at the forefront of those discussions. By providing recommendations for effective monitoring of stimulus packages and bringing together voices from across the open government community, OGP has created a powerful value proposition for open government approaches to support a robust economic recovery.

Around the world, governments are implementing massive stimulus packages to protect individuals' economic and physical wellbeing in the midst of the pandemic. However, many governments are struggling to effectively monitor these programs. The OGP research team shared a list of core ingredients for strong government oversight of stimulus spending through a blog series titled, "Don't Let Cash Slip Away." The series highlights a few examples where countries have oversight mechanisms in place. In Brazil, the federal accountability office, known as TCU (Tribunal de Contas da União), maintains a portal of data on large social safety net programs enacted in response to the pandemic. The Brazilian Federal Comptroller has also launched a beneficiary registry for emergency COVID aid.

Civil society has stepped in to advocate for transparent oversight efforts when governments have failed to disclose underlying data. In the United States, civil society and the media flooded the Small Business Association with Freedom of Information requests, which resulted in the disclosure of loan information.

Nigeria's former Finance Minister and OGP Ambassador Ngozi Okonjo Iweala, a prominent voice in WHO and vaccine development efforts, published an op-ed in Bloomberg Opinion outlining the importance of the open government approach (and OGP's role) to ensure that the massive stimulus and safety net packages deliver for those who need them the most.

An Extraordinary Gathering to Build Back Better

World leaders gathered virtually to underscore the unique opportunity for the open government movement in these challenging times. The OGP Virtual Leaders Summit, at the 2020 UN General Assembly, convened: five heads of states (French President Emmanuel Macron, German Chancellor Angela Merkel, Canadian Prime Minister Justin Trudeau, Georgian Prime Minister Giorgi Gakharia, and Nigerian President Muhammadu Buhari); 32 speakers from 23 countries, including civil society leaders, ministers, and high-level representatives from OECD, IMF, and the World Bank; and 1,000 live viewers from 100+ countries. In the midst of the pandemic, global protests against inequality and systemic racism and an unprecedented rise in authoritarian leaders attacking democracy and civic freedoms, a coalition of world leaders, civil society activists, and government officials came together to showcase an alternative, more hopeful vision.

The event also provided a space to showcase how OGP members are tackling the challenges brought on by the pandemic and how open government can help confront the crisis. For example, Governor of South Cotabato, Philippines Reynaldo S. Tamayo, Jr. explains how their electronic logbook (the SC-CTS) considers the most affected and vulnerable communities who may not have access to internet or electronic devices while still upholding people's rights and privacy.

Regional events also fostered high-level engagement. The Africa & MENA Leaders Forum generated support for reforms and a joint 2021-2022 agenda. At the Western Balkans Regional Meeting, members shared ideas for an effective co-creation process. A Nordic+ meeting focused on championing local open government and engaging civil society better. OGP also participated at the International Anti-Corruption Conference (IACC), which provided a unique and productive opportunity to connect with new and existing partners and share OGP reforms.

Regional crises, but obviously the pandemic of the COVID-19.

"No one nation has all the answers. These are common problems requiring collective solutions: cooperation, multilateralism, a coalition of countries standing up for democracy and openness even when it comes under threat."

—H.E. Emmanuel Macron,
President of the French Republic

to defeat the pandemic while upholding people's right to privacy.

Governor of South Cotabato, Philippines Reynaldo S. Tamayo Jr at the OGP Virtual Leaders Summit. Photo: OGP

Policy Areas

Campaigning for Gender and Inclusion

Fostering Justice

Fighting Corruption

Ensuring Effective Digital Governance

Youth at 2019 OGP Global Summit. Photo: OGP

Campaigning for Gender and Inclusion

Since the launch of the *Break the Roles* campaign in 2019, many OGP members have made important strides to include women in the OGP process and continue to address gender equity through commitments. In 2019, gender and inclusion became the fastest growing area across OGP commitments and nearly 40 percent of members are currently implementing gender reforms in their action plans, surpassing OGP's goal of 30 percent.[1]

OGP Multi-Donor Trust Fund (MDTF) grants further increased inclusion in the co-creation process by working with partners and awardees to mainstream gender equality and inclusion, thereby broadening the base of civil society groups and bringing previously under-represented groups into the local and national co-creation process. This is intended to translate into designing commitments that address gender and inclusion priorities.

Gains have been made in OGP member countries and local jurisdictions like Afghanistan, Kenya, Elgeyo Marakwet, Sekondi-Takoradi, and Nigeria, all of which are MDTF awardees. In many cases this was followed by more ambitious action plans with policy reforms that have the potential to change the social contract between government and its citizens and create meaningful impact both in the immediate and long-term.

Example of recent commitments include:

- The government of Sierra Leone is implementing a Gender Equality and Women's Empowerment Policy that will require the application of a gender perspective in policy-making and resource allocation based on gender-disaggregated data.

- Ecuador is reducing gender-based violence against women and the LGBTQIA+ communities through the co-creation of a new gender-based violence national plan.

[1] Based on the latest 2019 OGP commitment data.

Fostering Justice

OGP action plans have seen an increase in justice-related commitments recently due in large part to momentum created by the inclusion of justice in the UN Sustainable Development Goal (SDG) 16. There are currently 68 members advancing justice reforms which align with SDG 16, including issues related to legal aid, gender-based violence, and opening justice institutions to citizens. Countries in Africa and Latin America are putting forward the greatest number of commitments in this area.

In 2020, OGP convened for its inaugural meeting a coalition of OGP members co-creating or implementing justice commitments (120 participants) to share best practices and develop new commitments, working with partners such as Namati, Pathfinders, Open Society Justice Initiative, and the OECD. OGP members including Kenya, Buenos Aires, Afghanistan, Burkina Faso, and Jalisco discussed how they can work together on advancing justice domestically, including knowledge and technology sharing, writing more ambitious commitments, supporting justice-oriented research, and leveraging the 2030 Agenda for Sustainable Development. Under the framework of this coalition, OGP also facilitated peer-to-peer exchange between Canada and Senegal on using open government to advance access to justice. Regionally-focused exchanges on justice were also organized with partners in Latin America, Asia Pacific, and West Africa in 2020.

The second installment in OGP's Justice Series Open Justice, published in December 2020, highlights how open government can make accountable, credible improvements to justice systems and identify and address citizens' legal needs. Working closely with international and domestic partners, members can use Open Justice research to develop and implement strong justice commitments.

OGP has responded to the rising protests calling for police and justice reform by providing resources through the Transparency and Accountability at the Frontlines of Justice publication. OGP members can learn about specific reforms that governments can adopt, review international norms and guidance, find civil society organizations to partner with, and view sample commitments in the areas of freedom of assembly, access to legal aid, police data transparency, and citizen oversight of police. Although some work has been done through OGP to address these core issues, it is still limited in ambition. To that end, the publication provides a number of recommendations where members can focus their efforts.

In the wake of the #EndSARS protests, civil society and government in Nigeria co-created a commitment that seeks to: co-create a guide on peaceful protests with the Nigerian police (in line with international legal frameworks) and organize citizen-police dialogues, working with independent bodies such as the National Human Rights Commission. This commitment develops communication channels between citizens and police, creates mechanisms for accountability of the police and ultimately seeks to build trust between citizens and the police.

Open Prison Data and Civil Society Oversight in Argentina

As part of its 2017–2019 Action Plan, Argentina created a public database of audit recommendations and compliance information from the Federal Prison Service. Government collaborated with academia and civil society to ensure the final design significantly increased civil society organizations' ability to monitor the penitentiary system. The government's 2019–2021 Action Plan will further strengthen public oversight of the prison system by establishing a National Penitentiary Diagnosis. This annual study will be collaboratively designed by the government, civil society organizations, and academia and evaluate the penitentiary system from a human rights perspective.

Argentine reformers meet to discuss the 2019-2021 commitment on transparency and oversight in federal prisons. Photo: Gobierno Abierto - Secretaría de Innovación Pública

Fighting Corruption

OGP has made important advances in three areas of anti-corruption, open contracting, beneficial ownership transparency, and political integrity.

Opening up Public Contracting

Open contracting has been a popular policy area in OGP for several years, with many members focusing on information disclosure and more recently, commitments show a growth of inclusive approaches to designing and monitoring contracting processes. Commitments in this area are not only some of the most popular among OGP members, with 75 members who have made commitments related to public procurement more broadly, but they are also some of the most ambitious and achieve strong early results.[2]

This year, with the challenges of a global pandemic, emergency health procurement has become a life or death issue in many countries' response efforts. While many governments have enacted emergency procurement procedures in an attempt to speed up purchases, it is also important to apply open government principles to help make procurement processes more effective and guard against corruption and waste. Through the OGP Guide to Open Government and the Coronavirus, members are able to access recommendations and view examples of transparent government response to COVID-19, like those in Colombia, Paraguay and Ukraine.

Transparency and Accountability in Public Finances in Colombia

Colombia has included two commitments in its most recent action plan that place transparency, accountability and participation at the center of their efforts to rebuild in the wake of the pandemic. Their commitment on fiscal transparency aims to develop an active transparency strategy in public finances using its budget transparency portal to publish open data on resources allocated to cross-cutting policies on gender equality, implementation of the Peace Agreement and COVID-19 emergency response. The initiative also includes information on public contracts. Their commitment on social accountability aims 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.

Colombian government and civil society leaders meet to talk about the country's OGP action plan. Photo: Presidencia de las República de Colombia

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[2] Based on the latest 2019 OGP commitment data.

Expanding Beneficial Ownership Transparency

Beneficial ownership transparency is one of the fastest growing thematic policy areas in OGP action plans, from one country in 2013 (the UK, announced by the Prime Minister at the London 2013 OGP Summit) to 31 countries at the end of 2020. Recently, members such as Norway, Chile, and Mongolia have made commitments in this area. Slovak Republic built on beneficial ownership reforms in the country's previous action plan by being the first country to commit to full implementation of the "Beneficial Ownership Transparency Disclosure Principles." These principles, signed by a coalition of OGP member countries, aim to create a new global standard for increasing corporate transparency and decreasing the misuse of funds. OGP also supported the implementation of existing anti-corruption commitments on beneficial ownership and open contracting in Armenia, Mexico, and Nigeria. The OGP platform continues to provide opportunities for peer learning between civil society and government through the Beneficial Ownership Leadership Group and the recently established Americas Beneficial Ownership Transparency community of practice.

There will be many opportunities for members to advance reforms related to beneficial ownership in the coming year. The U.S., with the passage of the National Defense Authorization Act, will establish a registry of shell companies, including a public register for those companies with federal contracts. There has also been considerable discussion about expanding the Department of Treasury's Geographic Targeting Orders that require disclosures of cash real estate purchasers. OGP can help put the US into a leadership role and help the administration learn from others with regard to ending anonymity companies and real estate purchases. This would have a significant impact in both the U.S. and in corruption prone countries.

Enhancing Corporate Accountability in Nigeria

In August 2020, President Muhammadu Buhari of Nigeria signed the Companies and Allied Matters Act (CAMA), putting in place a new registry that will enhance corporate accountability and transparency by disclosing persons with significant control of companies. According to Registrar General Alhaji Garba Abubakar, who leads the autonomous body responsible for the register, the OGP framework was the single most important platform used to achieve consensus amongst government and civil society stakeholders in support of the new law. Nigeria is also the recipient of the OGP MDTF implementation award, that will support the development of the infrastructure necessary for an effective beneficial ownership registry. This reform could mobilize domestic resources and fight corruption by making it harder for people to use anonymous companies to avoid taxation and contribute to illicit financial flows.

Nigerian construction workers on site. Nigeria's new registry will publicly disclose beneficial owners in various industries including construction and extractives. Photo: Arne Hoel / World Bank

Building Political Integrity

In 2020, OGP laid the groundwork for what will be one of the biggest research projects of the coming year: political integrity. Topics in this policy area such as lobbying regulation and transparency of political finance have been growing gradually within OGP action plans over the last few years. To date, commitments related to lobbying regulation have been made by various OGP members, including Chile, France, Ireland, and Madrid.

While there are various reforms being implemented from OGP members, there are still gaps in data-related political integrity practices. OGP has been working with the Global Data Barometer team and Transparency International to address the

existing data gaps. The research will support both policymakers and civil society organizations in their efforts to: diagnose data-specific weaknesses of a country's current practices of political integrity; lay out specific goals for improved availability and use of data around party financing, interest declarations, lobbying, public consultation, and RTI performance; and advocate for these changes persuasively, drawing on comprehensive contextual data and qualitative insights from around the world.

Political Finance Transparency in Croatia

Croatia has been working on increasing transparency of political party and election financing through commitments in their second and third action plans. Using the information provided in the database of election campaign reports, developed by the State Election Commission as their OGP commitment, two civil society organizations that are members of the Croatian Multistakeholder Forum developed a searchable database of contributions and expenses reported by parties and complement this information with their own analysis of key observed trends and issues. The database allows search and comparing of donors, campaign expenses, media discounts, and social media campaign expenses.

Photo: Nate Hovee via iStock

Ensuring Effective Digital Governance

Over the last few years, the way in which governments function has undergone a significant transformation, with more services being digitized for efficient and effective delivery. OGP members have been using action plans to not just ensure that digital technology facilitates more open government reform, but also to protect against misuse of these technologies. These include areas such as digital inclusion, protection of digital rights and privacy, safeguarding civic space online and against illegal surveillance, accountability of digital technologies used for electoral processes (such as online political advertising), and accountability of automated decision-making tools. For example, the Netherlands is one of the first countries to use their action plan to look at regulation of online political advertising.

Government agencies are increasingly using sophisticated algorithms and data for public decision-making on matters related to health,

education, migration, and other key policy areas. Making the public sector use of algorithms more transparent and accountable is vital to ensuring that digital technologies are not misused and that the rights of users and citizens, including the use of personal data in an ethical way, are protected.

In order to facilitate cross-country learning spaces for implementers, OGP began convening a group of early adopters implementing algorithmic accountability reforms through their OGP action plans. In May and November of 2020, OGP hosted online exchanges with government officials from implementing agencies from Canada, France, New Zealand, and the United Kingdom. The group will continue to gather on a quarterly basis, inviting different civil society and expert partners and tackling a variety of policy questions related to algorithmic accountability.

Algorithmic Transparency in France, Netherlands and New Zealand

Several OGP members including France, Netherlands, and New Zealand are using their OGP action plans to advance transparency, participation, and accountability of government algorithms. In the case of the Netherlands, their 2018 commitment on open algorithms brought together 150 people from all walks of life, including civil society, artists, and scientists to raise awareness and talk about the government's use of algorithms. Their recently submitted 2020 commitment on open algorithms aims to improve on these efforts with increased focus on oversight.

Photo: heylagostechie via Unsplash

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[2] Based on the latest 2019 OGP commitment data.

Photo: Weedezign via iStock

BEYOND THE ACTION PLANS

Planning and Adapting

In early 2020 in Berlin, the OGP Steering Committee met and approved a new three-year (2020-2022) implementation plan for the organization. The plan came together over several months and was strengthened greatly by feedback and suggestions from the open government community worldwide. Overall, the aim is to improve the services OGP provides to all of its members, including through a refreshed IRM, an expanded OGP Local strategy, and a stronger knowledge and learning hub. The plan also addresses focus countries (including OGP Local), commitments, themes, and global advocacy strategies where OGP will invest disproportionate time, energy, and resources in order to help demonstrate the value the organization can bring.

Global Advocacy
Open government issues have a stronger presence on the global stage, including in global governance fora and frameworks.

Priorities
- OGP's 10th anniversary
- Open Response + Open Recovery campaign
- Leveraging global fora for 100+ action plans
- OGP Global Summit

Thematic
Policies that empower citizens to shape and oversee government are advanced across multiple countries, creating new global open government norms and principles.

Priorities
- **High Intensity**: Open Response + Open Recovery, Anti-Corruption, Civic Space, Gender and Inclusion
- **Medium Intensity**: Digital Governance, Justice, Public Services

Countries (including Local)
OGP countries role model values such as government-civil society cooperation, inclusion and civic space, and advance a holistic open government agenda.

Priorities
- OGP Local Expansion
- **Africa**: Nigeria, Senegal, Kenya, South Africa
- **Americas**: Colombia, Mexico, United States
- **Asia**: South Korea, Armenia, Indonesia
- **Europe**: Italy, North Macedonia, Latvia

Commitments
Ambitious open government reforms that empower citizens to shape and oversee government are credibly implemented.

Priorities | Beneficial Ownership (Armenia, Nigeria), Citizen Engagement (Burkina Faso), Public Service Delivery (Sekondi Takoradi, Ghana), Open Contracting (Panama), Surveillance (Mexico), Open Justice (North Macedonia), Stimulus Monitoring (South Africa)

OGP reformers gather at an Independent Reporting Mechanism (IRM) workshop at the 2019 OGP Global Summit. Photo: OGP

Offering Flexibility and Support During Uncertain Times

In 2020, 66 percent of OGP countries accessed learning support brokered by OGP staff. Due to the challenges brought on by pandemic, OGP quickly changed its processes and support mechanisms, including creating guidance on moving the co-creation processes online. OGP changed the rules and offered flexibility for members as it relates to action plan submission and implementation periods. Country support staff worked closely with government and civil society leaders to support them as they adjusted their plans and activities to be virtual and helped them integrate *Open Response + Open Recovery* initiatives into new plans.

Despite the pandemic, members experienced success with a number of long-term reform efforts. OGP continues to broker relationships between thematic experts and implementers to support members working to advance focus policy areas. For example, in Nigeria, a grant from the MDTF and peer support from the Beneficial Ownership Leadership Group has enabled the Nigerian government and civil society actors to forge coalitions, including with the private sector to overcome political resistance to reforms. In August 2020, President Muhammadu Buhari signed the new beneficial ownership registry into law as part of the Companies and Allied Matters Act, 2020.

The flexibility and adaptation triggered by the pandemic will also serve as inspiration for new forms of support to OGP members in a post-pandemic future.

Refreshing the IRM

While the IRM Refresh was endorsed by the OGP Steering Committee in March of 2020, the pandemic quickly brought new challenges to navigate. The IRM had to adjust timelines, offer flexibility, and simplify the reports scheduled for 2020 to prioritize the transition to the refreshed IRM. As challenging as it was, this year also helped shape IRM's priorities for 2021. These priorities include: a more accessible and engaging IRM; greater innovation and communication; enhanced resources to support co-creation; improved guidance with recurring online spaces for collaboration; and new IRM products including the Action Plan Review, a technical review of recently submitted action plans that provides a quick, independent, and evidence-based overview of the strengths and challenges to inform its implementation.

The challenges of a virtual world also gave the IRM an opportunity to innovate with the first-ever IRM Week. The initiative included five days filled with online events, blogs, and social media outreach that brought IRM findings as close as they have ever been to the OGP community.

Expanding OGP Local

OGP welcomed 56 new local jurisdictions to OGP Local, including Nairobi, Los Angeles, Bogota, Tirana, Glasgow, and Semarang City. A multistakeholder committee selected new local participants for diversity of region, size, and unique strengths. This expansion, the largest in OGP history, comes as local communities respond directly to COVID-19 under strained budgets and climate insecurity. The 20 existing members of OGP Local have been at the forefront of innovation, taking bold steps to address persistent challenges. For example, in Buenos Aires, Argentina, government and civil society partnered to ensure marginalized communities have access to reproductive health; and in Sekondi-Takoradi, Ghana, citizens can digitally access information on applications for infrastructure projects, empowering them to fight corruption and illegal construction activities. Like the current members of OGP Local, this new cohort of local governments will work with civil society organizations and citizens to tackle pressing challenges such as inequality, climate change, localizing the Sustainable Development Goals, and providing more effective and efficient public services.

Inspiring Thematic Leadership

In 2020, OGP launched the Leaders Network, a two-year pilot program designed to give voice and momentum to open government reformers and pioneers who are advancing specific reforms, and to inspire governments and civil society organizations to advance thematic areas. As experts in their reform topics (as part of government or civil society organizations), leaders provide technical expertise and strategic guidance to help members develop or scale up promising reforms. Leaders, together with OGP Ambassadors and Envoys, form part of the broader OGP Action Network, which was launched in 2020 to share expertise on open government thematic areas and values and raise OGP's global profile.

- ● OGP Local New Jurisdictions
- ● OGP Local Pioneers
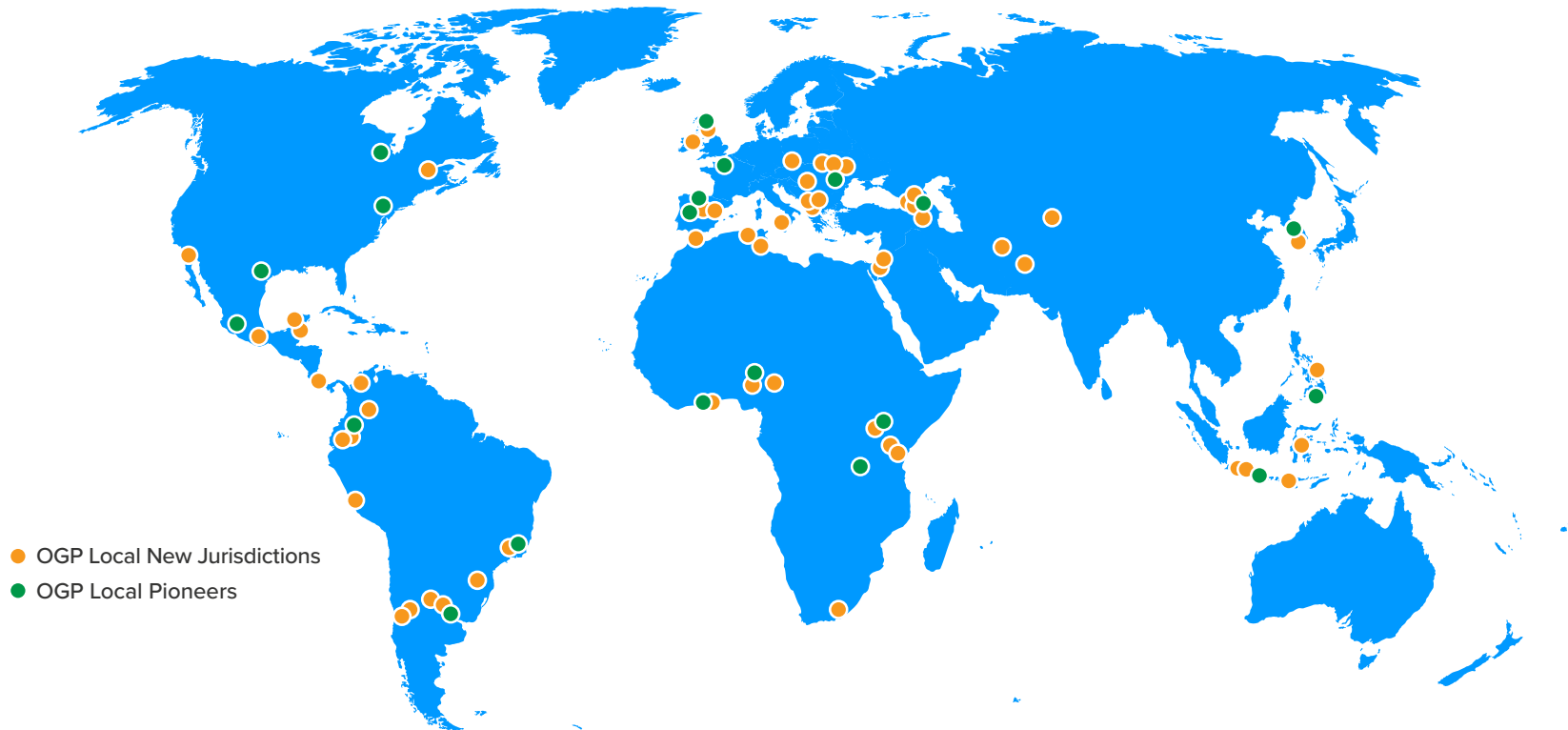
Members of the Current Leaders Network

- **Whistleblower Protection**

  Latvia adopted a Whistleblowing Law in 2018, the country's first comprehensive whistleblower protection legislation.

- **Public Care Service and Gender**

  In Mexico, the National Institute for Women (INMUJERES) is working with the Simone de Beauvoir Leadership Institute to design a national policy to strengthen public care services that will be monitored by citizens to increase their ability to monitor and shape these services and to reduce the gender inequality gap.

- **Algorithm Transparency**

  In New Zealand, Stats NZ and Transparency International New Zealand are working to increase the transparency and accountability of how the government uses algorithms, including through outreach to relevant user communities within and outside government.

- **Citizen Feedback App**

  In Kaduna State, Nigeria, the Department of Monitoring and Evaluation in the Planning and Budget Commission of Kaduna State and FollowTaxes are working on a citizen-led budget monitoring initiative designed to track federally funded projects through the Kaduna Citizen Feedback App. This has empowered citizens to become the eyes and ears of the government to oversee public spending.

- **Judicial Transparency**

  In Buenos Aires, Argentina, the Council of Magistrates and the Civil Association for Equality and Justice (ACIJ) launched the Open Justice and Innovation Lab (Juslab) to provide a space for discussing, co-creating, and designing solutions for justice sector problems using classic open government tools: transparency and access to information, accountability, and collaboration.
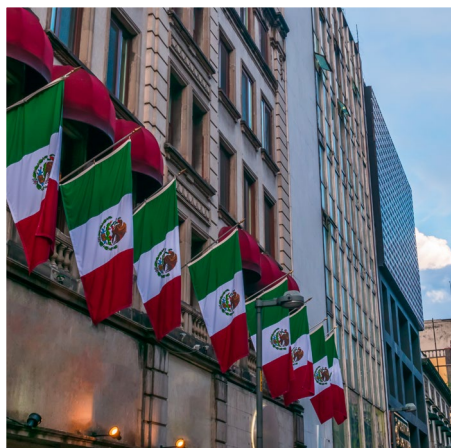
L to R — Latvia. Photo: Ingus Kruklitis via iStock / Mexico. Photo: Jessica Pichardo via iStock / New Zealand. Photo: Naruedom Yaempongsa via iStock / Kaduna, Nigeria. Photo: OGP Kaduna / Buenos Aires. Photo: Julian Sanchez via iStock

Second national workshop in Costa Rica, supported by the OGP Multi-Donor Trust Fund. Photo: ACCESA

Providing New Support Resources

The OGP Multi-Donor Trust Fund (MDTF) was launched in 2018 to give concrete support to OGP national and local members in co-creating and implementing OGP commitments and action plans, as well as OGP research and thematic priorities. MDTF highlights from 2020 include continued support to six civil society organizations in Afghanistan, Burkina Faso, Colombia, Costa Rica, Liberia, and the Philippines to collaborate closely with their country's OGP point of contact and Multi-Stakeholder Forum to jointly strengthen the co-creation process. The awards supported increased government buy-in and participation in open government work, greater diversity of actors in the co-creation process, and citizen-centered and better-quality commitments.

The MDTF also continued support to eight organizations to promote the ambitious goals for OGP's thematic priorities across countries. The thematic awardees have: organized regional and peer learning events; provided in-country support to reformers working on OGP commitments; and published tools and recommendations for OGP actors through a set of insightful publications focused on fiscal transparency, parliamentary openness, beneficial ownership transparency, media engagement in OGP, and regulatory governance.

Additionally, other partnerships continue to support the work of OGP reformers, including the collaboration with the Open Government Support Program in Francophone Developing Countries (PAGOF), which provided fiscal data training to

Burkina Faso and the EU4Integrity program. The intent is to enhance implementation support services to OGP Eastern Partnership countries, such as Armenia, Georgia, Moldova, and Ukraine.

In 2020, the Asian Development Bank (ADB) and OGP launched an innovation challenge to explore how to leverage digital technology to strengthen the monitoring of COVID-19-related spending and improve feedback and grievance redressal mechanisms. Over 40 teams of innovators in the Asia-Pacific region and beyond submitted applications. The winning team, GoodGovPH, will receive US$ 10,000 or more to pilot their Bantay Bayan Chatbot idea in the Philippines and other interested ADB's in developing member countries. OGP will also provide follow up mentoring, peer exchange, and networking opportunities to four finalists.

TOWARD 2021: OPEN RENEWAL

Photo: ljubaphoto via iStock

2021 offers a unique opportunity to showcase an alternative, more hopeful vision of governance with openness at its center. OGP members can build a better version of democracy for a post-pandemic world anchored in open government values of transparency, accountability, public participation, and inclusion. Therefore, OGP's goals for 2021 are:

1. Driving a transparent and accountable recovery from the pandemic

2. Tackling systematic inequalities of income, gender, and race

3. Addressing threats to democracy and civic space

4. Enhancing public participation to reinvigorate democracy

As the organization marks its 10 year anniversary, more than 100 new local and national action plans are expected in 2021, which can present an inspiring open government agenda for the years ahead. OGP also plans to hold the next Global Summit in South Korea on December 13-17, which could be one of the largest gatherings to date (in-person, virtual, or a combination) of leaders, reformers, and civil society working on open government. Together, these offer a unique opportunity to leverage the global spotlight to consolidate and showcase a hopeful vision anchored in concrete reforms and position OGP for the next decade.

Workshop at OGP Global Summit. Photo: OGP

INSTITUTIONAL GROWTH AND CHANGE

Multi-Year Fundraising Strategy

OGP has developed a three-year implementation plan for 2020-2022 to guide its overall strategy and inform its fundraising plans. This longer-term planning work has served OGP well while navigating the unpredictability of 2020. Following the incorporation of OGP Europe in Brussels, OGP received its first EU multi-year grant, enabling deeper regional work and reflecting OGP's goal of funding diversification. Given financial uncertainty arising from the pandemic, in 2020, OGP elected to focus on existing relationships with core donors, including a concerted effort to raise country contributions income. In 2021, OGP will look to expand its donor base as much as possible; OGP anticipates that 2021 and 2022 will require careful planning to align expenditures with available income and to ensure long-term sustainability. OGP's 10th anniversary will highlight the organization's unique role in the open government movement and plan to build momentum to raise country contributions and other funds through a public pledging moment.

OGP Evaluation

The OGP evaluation, which reviews the progress across a set of OGP countries, is in its final year and will be completed by November 2021. In the spirit of a developmental evaluation, OGP and Oxford Policy Management (evaluator) jointly designed three learning meetings in 2020, sharing emerging insights from each of the policy areas -- beneficial ownership, open contracting, and civic engagement -- as they were unfolding in Nigeria, Ukraine, Colombia, Philippines, Kenya, South Cotabato, and Elgeyo Marakwet. Donors, OGP's strategic partners, and staff discussed the implications of the evaluation insights and strategic shifts the organization needed to make to progress on each of the policy areas. OGP has also worked to mainstream the findings from this evaluative work to improve its relevance, effectiveness, efficiency, and impact at the organizational level.

OGP Staff. Photo: OGP

Promoting Diversity, Equity, and Inclusion

In 2020, OGP formed an internal DEI (Diversity, Equity, and Inclusion) Task Force with representatives from across OGP teams who have indicated interest in promoting this critical work within OGP. Drawing upon the work of this task force, in 2021 OGP will use several approaches to further DEI goals. First, OGP is seeking ways to offer training or other activities to heighten staff sensitivities to DEI issues and how they manifest in the workplace. Second, the goal is to develop a "next tier leadership" initiative within the context of professional development for OGP staff to provide an avenue for advancing diversity within OGP's supervisory staff. Third, OGP will look to identify means of intentionally seeking diversity in its recruiting efforts.

Financial Health

In February 2020, OGP's Board of Directors approved an organizational budget of US$ 12.58 million in expenditures and anticipated income of US$ 12.57 million. Within a month, however, the world was engulfed in the COVID-19 pandemic, with both health and financial implications, leading OGP to revise its 2020 work plan and budget. In June 2020, the Board of Directors approved a revised 2020 budget which projected US$ 11.62 million in income and US$ 11.04 million in expenses to accompany a revised work plan supporting

Open Response + Open Recovery approaches to open government. In the final quarters of 2020, OGP continued to monitor its budget vs. actuals, with an eye toward reducing costs (and preserving income) as possible. A natural reduction in travel combined with strategic reductions in other areas allowed for substantial savings to be realized. This proactive approach to financial management yielded approximately US$ 1.6 million in additional carryover funds saved, which will be put to use in implementing OGP's 2021 workplan.

Financial Transparency

Revenue

All of OGP's budgets, audit reports, and other financial information are available online. All figures below are in US dollars.

Revenue	Budget	Actual
Bilateral Aid Agency Grants	$4,543,737	$4,074,274
Country Contributions	$1,814,000	$2,449,454
Foundation Grants	$4,740,000	$4,968,000
Other	$530,000	$85,708
TOTAL	**$11,627,737**	**$11,577,436**

Country Contributions
21%

Other
1%

Total Revenue

Bilateral Aid Agency Grants
35%

Foundation Grants
43%
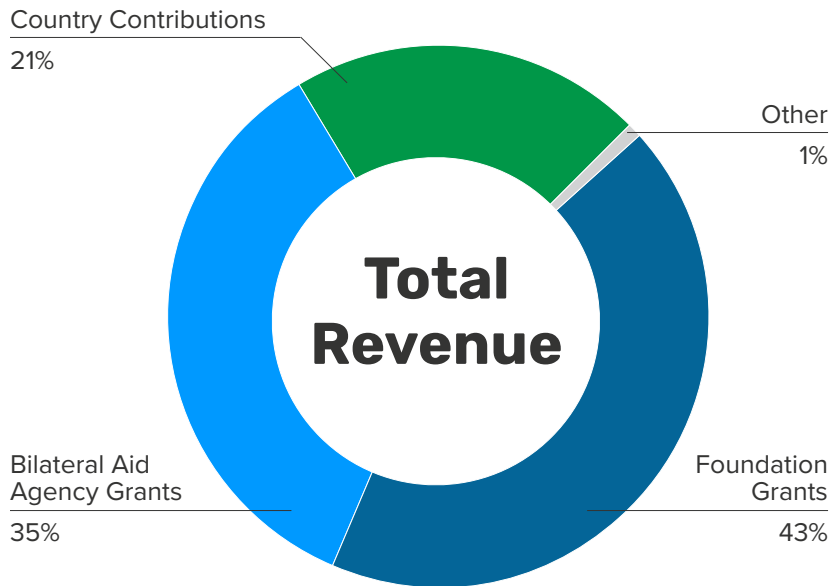
2020 Funders

Government Grants

Canada International Development Research Centre

European Commission

Swedish International Development Cooperation Agency

UK Foreign, Commonwealth and Development Office

United States Agency for International Development

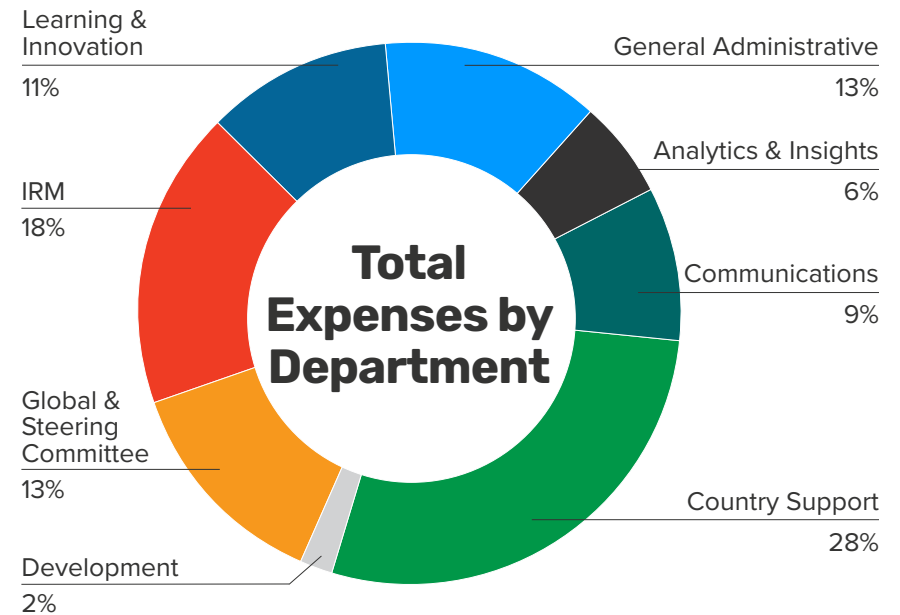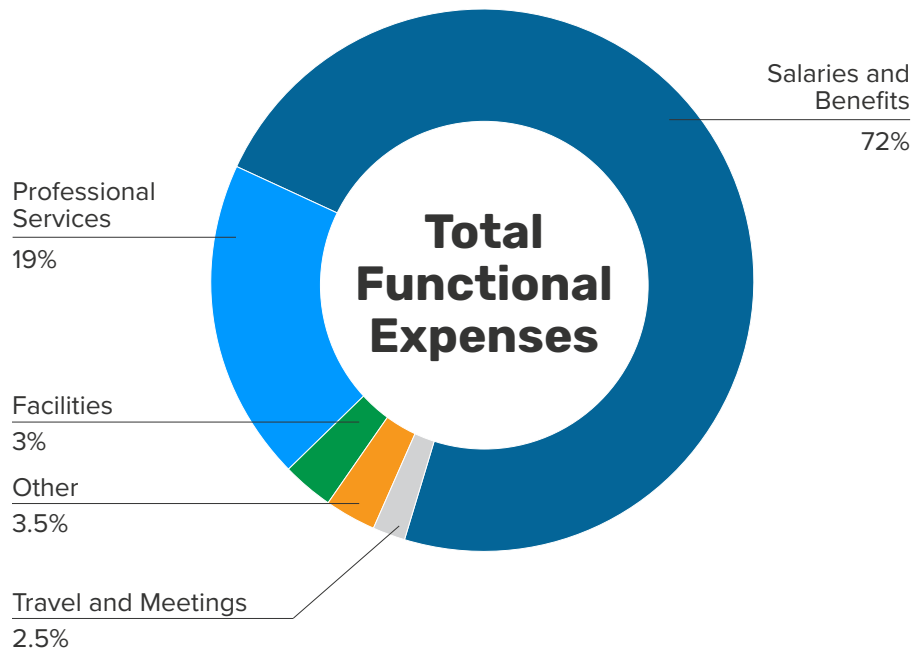Contributions from 29 national member governments

Private Foundations

Chandler Foundation

Charles S. Mott Foundation

Ford Foundation

Luminate

Omidyar Network

William and Flora Hewlett Foundation

Expenses

Functional Expenses	Budget	Actual
Salaries and Benefits	$7,550,555	$7,153,481
Professional Services	$1,907,204	$1,888,211
Facilities	$407,088	$300,946
Travel and Meetings	$533,978	$243,096
Grants and Awards	$291,236	$50,000
Other Expenses	$246,844	$218,433
Depreciation	$108,000	$74,134
TOTAL	**$11,044,905**	**$9,928,301**

Expenses by Department	Actual
Analytics and Insights	$591,421
Communications	$933,508
Country Support	$2,830,688
Development	$148,617
Global and Steering Committee	$1,267,999
IRM	$1,783,867
Learning and innovation	$1,076,107
General Administrative	$1,296,094
TOTAL	**$9,928,301**

Total Functional Expenses

- Salaries and Benefits 72%
- Professional Services 19%
- Facilities 3%
- Other 3.5%
- Travel and Meetings 2.5%

Total Expenses by Department

- Learning & Innovation 11%
- IRM 18%
- Global & Steering Committee 13%
- Development 2%
- Country Support 28%
- Communications 9%
- Analytics & Insights 6%
- General Administrative 13%

All data in this Financial Transparency section are based on statements as of February 26, 2021.

ENGAGE WITH US

- Join us for an event.
- Stay up to date on OGP news through the monthly OGP newsletter. (Available in Spanish and English)
- Partner with us and join OGP coalitions.
- Follow us on social media: