OGP STEERING COMMITTEE MEETING
24 March 2022
Virtual Meeting

Pre-Meeting Briefing Packet

Open
Government
Partnership

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OGP Steering Committee Meeting
Virtual │ March 24, 2022 │ 08:00 - 11:00 ET

Agenda Overview

2022 represents a unique opportunity to capitalize on the momentum created by OGP's tenth anniversary and the renewed global focus on democracy to further consolidate OGP's role as an evidence-proven platform to advance concrete open government reforms at country level. The fast-changing geopolitical context, the continued decline of democratic freedoms, and the ongoing challenges from the pandemic have further accentuated OGP's value in addressing some of the most pressing challenges we face.

2022 marks the end of the three-year implementation plan (3YP), and this year's work plan will help deliver on concrete OGP priorities at country, thematic, and global levels. A key deliverable for the year will be the Strategy Refresh, which will take place throughout 2022 and which provides an opportunity to think afresh about OGP's direction and its role in this highly-volatile global context. The OGP Steering Committee plays a crucial role in achieving these objectives by providing strategic guidance for the Partnership, leading by example through its own domestic OGP processes and by supporting others, and helping inform OGP's engagement with other global and regional platforms to be the connective glue between global fora, and between pledges and domestic reforms.

This meeting focuses on how to leverage the Steering Committee's political leadership and strategic oversight role to meet OGP's objectives in 2022, including the development of an ambitious and compelling strategy to guide OGP's future.

Additionally, in line with the Steering Committee's governance mandate, the 2022 work plan will be tabled for conditional approval, pending the incorporation of any final input received during this meeting. The Steering Committee will also be asked to review and endorse a budget proposal to support the workplan's implementation, which the Board of Directors will then review and formally approve.

Agenda

I. Welcome and introductions | 5 minutes

II. Session 1: Results vision for 2022 and the imperative for Steering Committee leadership | 1hr 40 minutes

A. Leveraging the strategic oversight and political role of the Steering Committee to achieve 2022 objectives

Overview of the main OGP objectives for the year within the current geopolitical context and key opportunities to meet them, including highlights from the 2022 work plan. Guiding questions for Steering Committee discussion:

- Given the current geopolitical context, what other opportunities or challenges should be considered to achieve our objectives?
- How can OGP help strengthen the link between 2022 activities and other in-country reforms being advanced by the Steering Committee governments and organizations?
- How can Steering Committee members link their participation in regional and global fora to help advance 2022 goals?

B. Shaping the design of the Strategy Refresh design

Presentation of the proposed design process for the Strategy Refresh, and Steering Committee discussion on refining the scope of the questions underpinning the three key elements of the strategy:

a. The relevance, contribution, and most impactful role of OGP (theory of change).
b. OGP's models and strategies for driving change (theory of action)
c. Operational implications: resources, functions and ways of working needed to deliver (operating model)

Example questions for each of these elements can be found on pages 9 - 10.

Reference materials:
- 2022 OGP Work Plan (available here)
- Strategy Refresh Proposed Design Process (page 8 - 11)
- 2022 SC Calendar of Events [for information only] (pages 32 - 33)

III. Session 2: Addressing political crisis situations and disengagement from OGP members | 55 minutes

A. Political crises and their impact on open government values.

Reflection and discussion on how OGP, led by the Steering Committee, can respond and stand for the values of open government in the current geopolitical context and against the backdrop of challenging political crises that emerged in OGP member countries.

B. **Disengagement of OGP members and country inactivity decisions** *[for SC approval on no-objection basis by March 24, 2022]*
Overview of Criteria & Standards Subcommittee recommendations to designate five countries as inactivity in OGP. This session will include a discussion on how the Steering Committee can help connect these procedural decisions with the political outreach needed to re-engage countries in OGP.

Note: *Please see detailed instructions and draft resolutions on pages 14 - 24. If no objections are raised by March 24, the five inactivity recommendations tabled by the Criteria & Standards Subcommittee will be considered approved by the full Steering Committee. Given the limited time available during the meeting of March 24, we kindly request that any questions or concerns be raised in advance of the meeting by contacting Jaime Mercado and Alonso Cerdan.*

Reference materials:
- Overview of Inactivity Recommendations (pages 14 - 17)
- Draft Inactivity Resolutions for Bulgaria, El Salvador, Israel, Malawi, Malta (pages 18 - 24)

IV. Session 3: Approval of 2022 work plan & budget recommendation | 20 minutes

Presentation of the 2022 budget, including an update on the financial health of the Partnership. Work plan tabled for Steering Committee approval; budget tabled for endorsement to then be sent to the Board of Directors for final approval.

Reference materials:
- 2022 OGP Work Plan (available here)
- 2022 OGP Budget Memo (pages 25 - 28)
- Budget Annex 1: Afghanistan Funding and Expenses (page 29)
- Budget Annex 2: Country Contributions Memo (pages 30 - 31)

Logistical Note

How to Connect

Connect on Zoom a few minutes before 08:00 Washington, DC Time 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 live interpretation. Please ensure you have updated Zoom before joining the meeting; updates can take several minutes to complete.

> Join Zoom Meeting
> https://opengovpartnership-org.zoom.us/j/89649065265?pwd=N09LcDc2WkpYdXl0d2p4M0xlaDJBQT09
>
> Meeting ID: 896 4906 5265
> Passcode: 351996
>
> Find your local number: https://opengovpartnership-org.zoom.us/u/kdL01Hhpln
>
> Join by Skype for Business
> https://opengovpartnership-org.zoom.us/skype/89649065265

Breakout Sessions

There will be breakout sessions during this meeting. Please ensure you have updated Zoom. Participants are encouraged to join on a computer rather than on a phone.

Live Interpretation

French live interpretation will be available during this call, including during the breakout sessions.

Draft List of Attendees

Government Steering Committee Members

Government of Canada

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

Government of Estonia (Incoming Government Co-Chair 2022 – 2023)

Ott Karulin — Advisor, Government Office

Government of Georgia

Ketevan Tsanava — 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

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

Sabina Bellotti — OGP Advisor, Administrative Innovation, Skills Development and Communication Office

Government of Kenya

Philip Thigo — Senior Advisor, Data, Innovation and Open Government, Office of the Deputy President

Government of Morocco

Ahmed Laamoumri — Secretary-General, Ministry of Administration and Public Service Reform of Morocco

Sarah Lamrani — Director of Communication and Cooperation in the Ministry of Reform of Administration and Civil Service

Government of Nigeria

Gloria Ahmed — National Coordinator of the Open Government Partnership (OGP) in Nigeria

Government of South Korea

Yujin Lee — Deputy Director, Innovation Planning Division, Ministry of the Interior and Safety

Government of the United Kingdom

Sam Roberts — Head of Open Data & Open Government, Cabinet Office

Civil Society Steering Committee Members

Anabel Cruz (Incoming Civil Society Co-Chair 2022 - 2023)	ICD Uruguay
Helen Darbishire	Access Info Europe
Aiden Eyakuze (Lead Civil Society Co-Chair 2021 – 2022)	Twaweza
Blair Glencorse	Accountability Lab
Lysa John	CIVICUS
Lucy McTernan	University of York
Stephanie Muchai	International Lawyers' Project
Luben Panov	European Center for Not-for-Profit Law
Elisa Peter	Publish What You Pay
Doug Rutzen	International Center for Not-for-Profit Law
Zuzana Wienk	White Crow

For any changes to this list, please send to bianca.nelson@opengovpartnership.org.

Pre-Reading Material Summary

The following items will be discussed with the Steering Committee
at the March 2022 meeting.

Session 1a. 2022 OGP Work Plan

Please see the additional documents, or download and view [here](). A supplemental calendar of relevant events throughout 2022 can be found in the [Annex]().

Session 1b. OGP Strategy Refresh Proposed Design Process

This document details the proposed design process of OGP's strategy refresh, including a draft timeline of the proposed process.

Session 2. Country Inactivity Materials

This section provides an overview of the OGP review process, an overview of the participation status for each of the five countries that are currently under consideration for inactivity status, and the draft resolution for each country.

Session 3. 2022 OGP Budget

This section provides the proposed 2022 OGP budget, including context. An update on final 2021 Country Contributions is available in the [Budget Annex]().

Session 1. Strategy Refresh |
Proposed Design Process, 2022-2023

1. Why a Strategy Refresh?

OGP last developed a full strategy in 2014, with a refresh in 2016 and a 3-year plan developed in 2020. A Strategy Refresh in 2022 provides an opportunity to apply the lessons from ten years of practice, evaluation and data analysis, and lessons learned from recent processes such as the IRM refresh, the Local strategy refresh, and the rules refresh, to re-consider the role and ambition of OGP - both the partnership, and the institution - in a highly changing world, and engage with the open government and OGP community on refreshing the direction and contribution of the Support Unit and IRM.

Recent evaluation and data analysis spotlight the impetus for this refresh:

- **Relevance, contribution, and role:** There have been many advances in open government reforms over the past ten years, however, at the same time, the overall picture of government delivering for citizens, civic space and democracy has worsened.

- **Models and strategies:** The OGP Support Unit and IRM has insights into the impact and contribution of elements of its model – e.g., the greater ambition and impact arising from civil society engagement or from the application of IRM recommendations. At the same time, there are persistent challenges that raise questions about OGP's role and strategies – for example, a plateau of ambition and results raising questions about how best to influence open government leadership and implementation, or questions about how to "gear" and connect global, national, and local thematic work.

- **Resourcing and operating model:** As OGP has grown, the demand for existing services and the development of new initiatives has stretched resources. Prioritizing where to invest and experiment with new approaches needs to be grounded in the most catalytic and effective contribution OGP can make to advancing open government and the operating model needed to play that role.

The proposed process for a Strategy Refresh runs through 2022 aiming for the launch of a new strategy in 2023, allowing for a process that can iteratively engage the community and practice what OGP preaches about participation. As the pandemic has reduced the in-person engagement of the community, the refresh provides an opportunity for community building and to help the community consider their own role and leadership in driving open government in their own contexts. With input from the open government and OGP communities, representatives from aligned organizations, networks and movements not currently engaged in OGP, the Support Unit and IRM, and the Steering Committee, the process can help produce a clear and compelling path for OGP.

The proposed **goals** of the Strategy Refresh process are to:

- Develop a clear and compelling strategy to guide OGP's future;
- Strengthen the open government community; and

- Demonstrate co-creation through an open process and meaningful, inclusive engagement.

2. What will the process look at?

The initial scope of the Strategy Refresh draws on evaluation and data analysis (including the 2022 Sensemaking exercise), lessons learned from recent processes (such as the IRM refresh, the Local strategy refresh, the rules refresh), strategic questions raised through work planning, engagement with Management Team (a survey and session at the MT Retreat) and GL. The discussion at the March Steering Committee meeting aims to further refine the scope of the questions underpinning key elements of the Strategy Refresh.

We have initially identified the following three elements of strategy that need to be developed through the process with **example questions for illustrative purposes.** These will be refined further in a discovery phase prior to the launch of the refresh process.

A. The **relevance, contribution,** and most impactful **role of OGP** (theory of change)

The process will start with some big picture discussions and considerations – around the most significant future contribution of open government (through community-based and contextual discussions) and the most catalytic and effective role for OGP. This will consider the relevance of open government and OGP to current and potential future contexts and challenges (for example, democratic decline, climate change, pandemics, inequality), as well as the relevance and value of OGP to reformers and civil society in different contexts. Questions such as:

- *What are the most significant current and future challenges, opportunities and trends that will likely affect the open government community in the next five years? How should they shape OGP's work?*
- *In light of the above, what are the most important goals for the open government community to have achieved by 2027? What is OGP's best contribution to those goals?*
- *How can the open government community respond to the global context of shrinking civic space, backsliding on open government reforms, and democratic decline? How should OGP evolve and respond to be relevant to tackling these problems?*

B. OGP's **models and strategies** for driving change (theory of action)

Following the definition of OGP's future role in advancing open government (A), this area focuses on *how* OGP makes its best contribution. This picks up on tensions and questions raised within evaluation and data analysis, community feedback and Support Unit practice, e.g.,:

- ***Country:*** *What are the most effective approaches for OGP to engage in windows of political opportunity or in periods of backsliding in member countries? How can OGP support countries differently in these situations?*
- ***Themes:*** *What are the conditions under which OGP can best prioritize, invest in, and advance specific themes or policy areas? Which themes meet these conditions at this time? What would success look like for each theme?*
- ***Global advocacy:*** *How can OGP leverage other global platforms, summits, events, and processes to help reformers and advocates drive local progress?*

- ***The OGP mechanism and model:*** *How could the OGP model evolve to deliver more meaningful results in terms of ambitious co-created reforms that are well implemented? Should OGP invest more in individual reformers or in institutionalizing open government?*
- ***The open government movement:*** *To what degree should OGP seek to engage new actors, networks and movements or focus on the core users of the platform? How can OGP mobilize greater demand for open government? How can OGP better support reformers that seek to grow and advance the open government community?*

C. **Operational implications: resources, functions and ways of working** needed to deliver (operating model)

This area considers how to enable and operationalize the strategic direction set for OGP by developing approaches to resourcing and implementation within the refresh (rather than leaving these questions for later). Questions such as:

- *How does OGP grow the resources to support the open government community and deliver the new strategy?*
- *What functions, capability and skills does the Support Unit/IRM need to effectively deliver the strategy?*
- *What processes and ways of working can enable learning and adaptation within the Support Unit to respond to changing contexts and needs over time?*
- *Is OGP's governance fit for purpose for the new strategy?*

These three areas will be considered somewhat iteratively through the process.

3. Process design principles

In the Support Unit and IRM's initial discussions of the Strategy Refresh, the following principles emerged as conditions for a successful process.

- **Meaningful, inclusive engagement and open process** that is designed to reflect the diversity of the open government and OGP communities, creates a mix of opportunities for engagement, clearly defines forms of participation, starting points of consultation and processes for decision-making, and shares insights and progress publicly.

- **Strengthen the open government community** by using the process to bolster individuals' and groups' commitment and leadership in their own contexts, designing processes to maximize ownership and understanding of process and outcomes and building on OGP's strength as a multi-stakeholder convening platform by facilitating conversations amongst diverse groups, cutting across levels of government, thematic and regional silos.

- **Be evidence-informed *and* open-minded** by building on evidence while being open and curious and creating space for honest dialogue and feedback. Create moments for *divergent thinking* to explore widely and *convergent thinking* where choices are considered and decisions made.

- **Provide clarity** where possible, firstly on the process and in sharp, meaningful and carefully sequenced questions for consultation and finally, in a clear and compelling

strategy that articulates OGP's goals and strategies while creating ways of working and space to adapt to changing conditions and contexts.

4. How will we do it and who will be involved?

The process has been designed to consider existing insight, facilitate conversations within the OGP community, and engage representatives from organizations, networks and movements aligned with open government but not yet involved in OGP to inform critical choices and iteratively develop and refine the new strategy.

The process will involve linear but overlapping phases to enable thorough consideration of strategic choices and trade-offs that will need to inform decisions required along the way in order to produce a strategy that can be operationalized by the end of the process.

See the proposed process in the table on the next page for details on what each phase will entail, who will be involved and how, and key decision points along the way.

Note: Opportunities for engaging key stakeholders at OGP and partner events, global fora etc. may arise throughout the process and not always coincide with the phases described below. However, with an approach that will entail continuous iteration and refinement across all phases, these opportunities can still be maximized for input across scope areas, regardless of when they arise.

Proposed Process

Phase & timing	Why?	What?	Who will be involved and how
1 – Discovery and Launch *March and April 2022*	Lay the **foundations** for a successful process	**Preparation** - Refine scope questions, conduct background analysis and research - Prepare community engagement processes including stakeholder mapping and engagement planning **Launch** - Discussions with select partners, country/local level stakeholders, representatives from aligned-but-not-yet engaged organizations/networks, funders on key scope questions - Launch process to the community with blogs, integration of questions in the OGP stakeholder survey (to be re-launched in April)	- **SU/IRM** - Discovery, scope refinement, stakeholder mapping and engagement plan - **SC** - Input into scope questions, and overall refresh process, - **Select reps. from OGP community and beyond** - input into background for scope refinement - **OGP community** - engagement with stakeholder survey
2 –OGP contribution and role *May–July 2022*	Catalyze conversations about current and future **challenges, opportunities, and trends for open government** Define **OGP's contribution and role** in open government and set long term goals (*revise theory of change*) Develop **options for model and strategies** based on goals, roles and contributions	**Community engagement and discussion on challenges & opportunities of open government** - Support self-organized discussions within the community on current and future challenges, opportunities, and trends for open government. Provide templates and support for MSFs, partners and networks to explore these questions in their own contexts and generate insights about future pathways for open government, their own roles and contributions moving forward, and implications for OGP's contributions and role. - Convene regional, thematic or global discussions with key stakeholders (both within and outside the OGP community) **Sensemaking and framing questions around OGP relevance, contribution and role** - Curate, surface insights from the initial consultations to refine scope questions on OGP relevance, contributions and role **Consultation on OGP contribution, and role** - Further targeted consultations for strategic input and deep reflection on OGP contribution and role, and where OGP can make an impact, drawing insights from earlier consultations (e.g., survey, events, facilitated discussions) **Strategy development and refinement** - Sketch out implications and options for OGP model and strategies based on possible roles, contributions and impact areas surfaced through the discussions -Develop and publish draft long-term goals, articulated value proposition and contribution to the field for feedback	- **OGP community** - self-organized discussions within MSFs and networks and sharing results with SU/IRM - **Select reps. from OGP community and beyond** - input into scope questions on contributions and role, and implications for models and strategies - **SU/IRM** - Curating and leading consultations, sensemaking of inputs, preparing proposals on role and contribution to present to SC on decision points - **SC -** Leading and supporting consultations, shaping interim decisions

		- Refine incorporating feedback **Interim decision points** - Long term goals, articulated value proposition and contribution to the field	
3 – OGP model and strategies *June–November 2022*	Develop **strategies and ways of working** for SU and IRM to achieve goals (*create theory of action*) Begin to **sketch out operational implications** of different strategic choices and changes to model	**Consultations on strategies and model** - Work with targeted stakeholders to define more detailed strategies and to review changes needed to the OGP model in light of long-term goals, articulated value proposition and contribution of OGP - Consider strategies and model in light of operational implications and realities - Develop and publish draft strategy for feedback from community **Commence operational review** - Sketch out 'operating model' implications, choices and trade off (ref Phase 5) - Review governance arrangements - Work internally to develop ways of working **Interim decision points** - Confirm elements of the model, define key strategies	- **Select reps. from OGP community and beyond** - input into scope questions on models and strategies and implications for operationalizing - **SU/IRM** - Curating and leading consultations, sensemaking of inputs, preparing proposals for strategies and model and implications for operationalization to present to SC on decision points - **OGP community** - contribute to consultations, feedback on draft - **SC** - Leading and supporting consultations, contributing to operational considerations especially on governance, and shaping interim decisions
4 – Operationalizing the strategy *October 2022–March 2023*	Translate the strategy into an **operational reality** (*refine operating model*)	**Finalize strategy** - Revise & publish final strategy with reasoned response to community feedback on draft **Operationalization (SU/IRM, SC)** - Further develop operating model looking at functions, capability, processes & ways of working - Finalize governance review - Work with funders around resourcing - Integrate strategy into work planning & budgeting for 2023-2024 **Final decision points** - Steering Committee sign off on strategy - Steering Committee and Board sign off on 2023-2024 operational plan and budget	- **SU/IRM** - strategy revisions and publication developing operational model and plan - **SC** - Sign off on strategy and operational plan

Session 2b. Inactivity Recommendations for SC Approval by March 24, 2022

For Steering Committee decision: There are five inactivity resolutions being tabled for Steering Committee approval **on a no-objection basis by its next meeting on March 24, 2022.** *If no objections are received by this date, these will be considered approved by consensus. Given the limited time available during the March 24 meeting, we kindly request that any questions or concerns be raised in advance of the meeting by contacting* [Jaime Mercado](#) *and* [Alonso Cerdan](#).

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Overview of Procedural Review

The Criteria & Standards (C&S) Subcommittee has the mandate to oversee the mechanisms established to safeguard OGP's values and procedures.

A country is considered to be acting contrary to OGP process when any of the following takes place:

1. The government does not publish an action plan within the established deadlines.
2. The government does not meet the minimum requirements established in the Participation & Co-Creation Standards, as assessed by the IRM.
3. The government fails to make progress on implementation of any of the commitments in the country's Action Plan, as assessed by the IRM.

Countries that act contrary to process for two consecutive action plan cycles are placed under "Procedural Review" by the C&S Subcommittee, which involves enhanced support to help address the issues that have led to the review. A country may also be placed under review if it fails to meet OGP Eligibility criteria for two consecutive years.

If a country fails to address the problems that lead to the review process (e.g acting contrary to process for a third consecutive cycle), it may be designated as "inactive" in OGP by recommendation of C&S and resolution of the full Steering Committee.

Inactivity recommendations from the Criteria & Standards Subcommittee

In line with OGP policy, the C&S Subcommittee is recommending inactivity for the following five countries (an overview of their participation status in OGP can be found on [pages 15 - 17](#) below):

A. Inactivity recommendation for **Bulgaria**, **Malawi** and **Malta** due to acting contrary to process for three consecutive cycles.
B. 'Conditional inactivity' recommendation for **Israel** in light of the high-level engagement and commitment received from the government and progress already made towards finalizing its action plan. Failure to deliver the plan by December 31, 2022 would result in automatic inactivity.
C. Inactivity recommendation for **El Salvador** due to acting contrary to process on numerous occasions and in different ways.

In line with the above recommendations from C&S, individual resolutions for each country can be found on [pages 18 - 24](#) below.

Overview of Country Participation
As of March 1, 2022

I.   Bulgaria

Reason for inactivity recommendation from C&S Subcommittee

Failure to deliver an action plan in three consecutive cycles: 2018, 2019, and 2021.

March 2022 update

Snap elections in July 2021 affected progress and a new government was not formed until mid-December. Bulgaria held public consultations on priorities of the new action plan in August 2021, and following that, the government and civil society worked through the MSF and thematic working groups to develop a draft action plan. The government point of contact was hopeful about a delivery of the action plan in early 2022, but the new government is still considering whether to go forward with the existing draft or restart the process for a new action plan. The Support Unit has explained the importance of delivering an action plan this year and is waiting to receive the government's decision on the timeline. A meeting with the new minister is also being planned.

Requests for SC support

Germany has previously reached out to Bulgaria to support their process. In 2022, if further co-creation is planned, advice/support from SC members could be leveraged.

II.   El Salvador

Reason for inactivity recommendation from C&S Subcommittee

Acting contrary to process on numerous occasions and in different ways: Failure to meet the minimum OGP eligibility criteria for two consecutive years (2020, 2021); acting contrary to process for the 2018-2020 action plan cycle i) not meeting the minimum participation and co-creation requirements during the implementation of its action plan, ii) failing to collect, publish and document a repository on the national OGP website/webpage, and iii) no evidence being found of any progress made to implement the commitments included in this action plan; and more recently, failing to deliver a new action plan by the 31 December 2021 deadline.

March 2022 update

El Salvador was placed under review in 2021. The government was informed and encouraged to submit a new action plan by December 31, 2021 in order to avoid a new instance of acting contrary to process and thus risking being designated as "Inactive". The OGP SU has not received the new action plan. On March 2, 2022, El Salvador was informed of the C&S Subcommittee's inactivity recommendation. On March 10, Commissioner President Gómez Guerrero informed that the OGP agenda has been moved from the Judiciary Secretary at the President's Office to the Access to Information Institute, and reiterated his high-level commitment to re-engage in OGP.

Requests for SC support

Civil society SC engagement during inactivity announcement.

III.   Israel

Reason for inactivity recommendation from C&S Subcommittee
Acting contrary to process for three consecutive cycles: Late delivery of 2017-19 action plan, and failure to deliver an action plan in 2019 and 2021.

March 2022 update
Mr. Shahar Bracha, Acting CEO, Government ICT Authority of Israel, wrote to OGP's CEO on 10 January 2022 explaining that delays were due to four successive elections held in Israel over the past two years and the accompanying change in Ministers and lack of a state budget. The minister restated Israel's commitment to OGP and to submitting a new action plan as soon as possible. The decision to postpone submission until 2022 was taken jointly with civil society to allow further time for co-creation to take place that would be in line with OGP's standards. Subsequently, the co-creation process has gathered significant momentum with the CSO JDC working in close collaboration with the PoC to design the co-creation timeline. The Minister has been kept regularly updated on OGP and is very supportive of the process. Efforts are ongoing to organize a meeting in the coming weeks. To date, a new OG webpage / online repository has been designed and a public call for commitments launched, with 106 ideas received across a wide range of themes and from different stakeholder groups. Furthermore, an MSF structure was elaborated and the first meeting is due to take place in late February or early March 2022. As such, it is expected that an action plan will be delivered before the end of 2022, with a draft likely by the end of Q2.

Requests for SC support
None at the moment. The Governments of Israel and Germany were previously connected for an exchange.

IV.   Malawi

Reason for inactivity recommendation from C&S Subcommittee
Failure to deliver an action plan in three consecutive cycles: 2018, 2019, and 2021.

March 2022 update
While the 2020 election of president Chakwera has created a new political opportunity to re-engage, no practical measures have yet been put in place to advance co-creating a new action plan. The government of South Africa encouraged President Chakwera to re-engage with OGP in September 2021, and while a positive response was received, the OGP SU's endeavors to follow up with the president's office have not succeeded. In 2022, civil society expressed their willingness to find the right champions in the government to get OGP going again in hopes of avoiding inactive status. SC member Lysa John has also expressed her willingness to leverage in-country contacts to enable the engagement of senior government officials that would be able to facilitate re-engagement on OGP. Finally, the OGP SU is looking to leverage USAID support to facilitate political, technical and financial support for OGP processes in the country in 2022. While all these measures are encouraging, they do not constitute a guarantee that Malawi will re-engage in OGP and deliver its action plan in 2022.

Requests for SC support:
Strategic engagement with in-country actors to facilitate re-engagement with OGP.

V.   Malta

Reason for inactivity recommendation from C&S Subcommittee
Acting contrary to process for three consecutive cycles: Late delivery of 2017-19 action plan, failure to reach "involve" for development in their 2018-2020 action plan, and failure to submit a new action in 2021.

March 2022 update
Outreach efforts in 2021 by the OGP SU, and CSOs in Malta unfortunately did not yield results.

Requests for SC support:
Germany engaged its embassy over the course of 2021 to reach out to the Government of Malta; however, a line of communication between the two governments was not established. Request in 2022 for further support from SC governments to escalate outreach using the letter which will recommend Malta for inactive status.

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Note: In order to address challenges from the COVID-19 pandemic and provide more flexibility to OGP members, the C&S Subcommittee approved a resolution in March 2020 that allowed countries with plans due that year to deliver them in 2021 without acting contrary to process due to the late submission. The resolution also allowed members that submitted an action plan in 2019 to extend their implementation period by 12 months, i.e. until 31 August 2022, in order to address potential delays in implementation. See the full resolution here.

[DRAFT] Resolution of the OGP Steering Committee
Regarding the Participation Status of Bulgaria in OGP
24 March 2022

The Steering Committee welcomes Bulgaria's participation in the Open Government Partnership (OGP) and recognizes the three action plans it has co-created since joining OGP in 2011.

In February 2020, Bulgaria was placed under Procedural Review due to failing to deliver an action plan for two consecutive action plan cycles. In addition, Bulgaria has failed to deliver a new action plan by the 31 December 2021 deadline, and as a result has again acted contrary to process.

Considering that the Government of Bulgaria has now acted contrary to the OGP process for three consecutive action plan cycles as outlined above, **the Steering Committee hereby resolves to designate Bulgaria as inactive in the OGP.**

The inactive status may last up to one year from the date of this resolution, or until:
- Bulgaria publishes an action plan, developed in line with OGP Participation and Co-Creation Standards, or
- Bulgaria works with the Steering Committee to set a clear timeline to start a new action plan cycle and re-engage with civil society to develop a new action plan.

The inactivity status will be lifted immediately upon the submission of an OGP action plan. However, if Bulgaria remains inactive for a year without communicating its intention to continue to participate in the OGP, it would automatically be withdrawn from the list of OGP members as of March 25, 2023.

The OGP Steering Committee remains fully committed to offering all necessary support in order to help Bulgaria remain engaged in the Partnership.

Inactive countries are ineligible to participate in Steering Committee elections, and may only attend OGP events as observers for learning purposes. A country's inactive status will be noted on the OGP website and public information materials, where appropriate (e.g., in a list of participating OGP countries). Any country, whether in active or inactive status, may at any time decide itself to withdraw from the OGP.

[DRAFT] Resolution of the OGP Steering Committee
Regarding the Participation Status of Malawi in OGP
24 March 2022

The Steering Committee welcomes Malawi's participation in the Open Government Partnership (OGP) since joining OGP in 2013.

In February 2020, Malawi was placed under Procedural Review due to failing to deliver an action plan for two consecutive action plan cycles. In addition, Malawi has failed to deliver a new action plan by the 31 December 2021 deadline, and as a result has again acted contrary to process.

Considering that the Government of Malawi has now acted contrary to the OGP process for three consecutive action plan cycles as outlined above, **the Steering Committee hereby resolves to designate Malawi as inactive in the OGP.**

The inactive status may last up to one year from the date of this resolution, or until:
- Malawi publishes an action plan, developed in line with OGP Participation and Co-Creation Standards, or
- Malawi works with the Steering Committee to set a clear timeline to start a new action plan cycle and re-engage with civil society to develop a new action plan.

The inactivity status will be lifted immediately upon the submission of an OGP action plan. However, if Malawi remains inactive for a year without communicating its intention to continue to participate in the OGP, it would automatically be withdrawn from the list of OGP members as of March 25, 2023.

The OGP Steering Committee remains fully committed to offering all necessary support in order to help Malawi remain engaged in the Partnership.

Inactive countries are ineligible to participate in Steering Committee elections, and may only attend OGP events as observers for learning purposes. A country's inactive status will be noted on the OGP website and public information materials, where appropriate (e.g., in a list of participating OGP countries). Any country, whether in active or inactive status, may at any time decide itself to withdraw from the OGP.

[DRAFT] Resolution of the OGP Steering Committee
Regarding the Participation Status of Malta in OGP
24 March 2022

The Steering Committee welcomes Malta's participation in the Open Government Partnership (OGP) and recognizes the three action plans it has co-created since joining OGP in 2011.

In February 2020, Malta was placed under Procedural Review due to acting contrary to OGP process for two consecutive cycles (failing to deliver its 2017 action plan on time, and not meeting the minimum participation and co-creation requirements during the development of its 2018 action plan). In addition, Malta has failed to deliver a new action plan by the 31 December 2021 deadline, and as a result has again acted contrary to process.

Considering that the Government of Malta has now acted contrary to the OGP process for three consecutive action plan cycles as outlined above, **the Steering Committee hereby resolves to designate Malta as inactive in the OGP.**

The inactive status may last up to one year from the date of this resolution, or until:
- Malta publishes an action plan, developed in line with OGP Participation and Co-Creation Standards, or
- Malta works with the Steering Committee to set a clear timeline to start a new action plan cycle and re-engage with civil society to develop a new action plan.

The inactivity status will be lifted immediately upon the submission of an OGP action plan. However, if Malta remains inactive for a year without communicating its intention to continue to participate in the OGP, it would automatically be withdrawn from the list of OGP members as of March 25, 2023.

The OGP Steering Committee remains fully committed to offering all necessary support in order to help Malta remain engaged in the Partnership.

Inactive countries are ineligible to participate in Steering Committee elections, and may only attend OGP events as observers for learning purposes. A country's inactive status will be noted on the OGP website and public information materials, where appropriate (e.g., in a list of participating OGP countries). Any country, whether in active or inactive status, may at any time decide itself to withdraw from the OGP.

<h1 style="text-align:center;">[DRAFT] Resolution of the OGP Steering Committee
Regarding the Participation Status of Israel in OGP</h1>

<p style="text-align:center;">24 March 2022</p>

The Steering Committee welcomes Israel's participation in the Open Government Partnership (OGP) and recognizes the three action plans it has co-created since joining the OGP in 2011.

In February 2020, Israel was placed under Procedural Review due to failing to deliver an action plan on time for two consecutive action plan cycles. In addition, Israel has failed to deliver a new action plan by the 31 December 2021 deadline, and thus acted contrary to process again.

We acknowledge and welcome the progress made in developing Israel's fourth action plan and the high-level commitment of the government to ensure a strong co-creation process and to deliver the action plan as soon as possible, as outlined in the letter from Mr. Shahar Bracha, Acting CEO, Government ICT Authority of Israel from 10 January 2022[1]. We are hopeful Israel indeed will deliver a strong action plan this year.

However, in order to maintain a consistent and fair approach to enforcing OGP requirements asked of all participating countries, and considering that the government of Israel has now acted contrary to the OGP process for three consecutive action plan cycles as outlined above, **the Steering Committee hereby resolves to keep Israel under Procedural Review until 31 December 2022. Failure to deliver an action plan by this date, developed in line with OGP Participation and Co-Creation Standards, will automatically result in Israel being designated as inactive in the OGP as of 1 January 2023, without the need of further deliberation by the Steering Committee.**

The OGP Steering Committee further agrees to offer all the necessary support in order to help Israel remain engaged in the Partnership.

For countries designated inactive in the OGP, the inactivity status may last up to one year, or until:
- The country publishes an action plan, developed in line with OGP Participation and Co-Creation Standards, or
- The country works with the Steering Committee to set a clear timeline to start a new action plan cycle and re-engage with civil society to develop a new action plan.

The inactivity status would be lifted immediately upon the submission of an OGP action plan. However, if a country remains inactive for a year without communicating its intention to continue to participate in the OGP, it would automatically be withdrawn from the list of OGP members.

Inactive countries are ineligible to participate in Steering Committee elections, and may only attend OGP events as observers for learning purposes. A country's inactive status will be noted on the OGP website and public information materials, where appropriate (e.g., in a list of participating OGP countries). Any country, whether in active or inactive status, may at any time decide itself to withdraw from the OGP.

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[1] Letter from Shahar Bracha, Acting CEO, Government ICT Authority of Israel (January 10, 2022): https://www.opengovpartnership.org/wp-content/uploads/2022/03/Israel_Request-to-Postpone-Submission-of-Action-Plan_20220110.pdf

[DRAFT] Resolution of the OGP Steering Committee
Regarding the Participation Status of El Salvador in OGP
24 March 2022

The Steering Committee welcomes El Salvador's participation in the Open Government Partnership (OGP) as one of its first members since 2011. El Salvador co-created five action plans as a member of OGP. The Steering Committee is therefore deeply concerned with the disengagement of an early adopter and formally active member.

In July 2021, El Salvador was placed under Procedural Review for failing to meet the minimum OGP eligibility criteria for two consecutive years. In addition, El Salvador did not act in accordance with the OGP process, as required in the Articles of Governance, during its 2018-2020 action plan cycle. Specifically, El Salvador did not meet the the minimum participation and co-creation requirements during the implementation of the action plan; the government failed to collect, publish and document a repository on the national OGP website or webpage; and the Independent Reporting Mechanism (IRM) has established that the government has made no progress in implementing any of the commitments in the action plan. More recently, El Salvador has failed to deliver a new action plan by the 31 December 2021 deadline, and as a result acted contrary to process again.

These procedural setbacks fall against a backdrop of existing challenges to uphold OGP values outlined in the Open Government Declaration. In June 2021, members of this Steering Committee expressed their concern about serious allegations from Salvadoran civil society organizations regarding the closing of civic space, and the overall declining trend of civil liberties and ongoing democratic regression in the country.[2] The Steering Committee called on the government of El Salvador to reestablish dialogue with civil society, and to utilize its next OGP action to address these challenges. Unfortunately, the government of El Salvador has not submitted a new action plan.

The OGP Steering Committee welcomes and appreciates the renewed high-level commitment of the government of El Salvador to re-engage with OGP, as stated in the letter from Commissioner President Gómez Guerrero received on 10 March 2022 where we were informed that the OGP agenda moved from the Judiciary Secretary at the President's Office to the Access to Information Institute.[3]

Furthermore, on 21 March 2022 the Steering Committee received a letter[4] from five civil society organizations (CSO) from El Salvador that have participated in the domestic OGP process since 2011. We acknowledge this letter and invite the government of El Salvador to carefully consider the conditions presented by the undersigned CSOs to re-establish their participation in the OGP process.

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[2] Steering Committee statement on El Salvador (June 10, 2021):
https://www.opengovpartnership.org/news/ogp-steering-committee-statement-on-el-salvador/
[3] Letter from El Salvador informing of new ministerial and government points of contact (March 10, 2022)
https://www.opengovpartnership.org/wp-content/uploads/2022/03/El-Salvador_New-Ministerial-and-Government-Point-of-Contact_20220310.pdf
[4] Letter from Civil Society Organizations to the Steering Committee (March 21, 2022)
https://www.opengovpartnership.org/wp-content/uploads/2022/03/El-Salvador_Letter-from-CSOs-Inactivity-unnoficial-translation_20220321.pdf

Considering that the government of El Salvador has acted contrary to OGP process on numerous occasions and in different ways as stated above, and in order to maintain a consistent and fair approach to enforcing OGP requirements asked of all members, **the Steering Committee on balance resolves to designate El Salvador as inactive in OGP**.

The Steering Committee encourages the government of El Salvador to follow through on its expressed commitment to conduct an extensive, inclusive and genuine co-creation process with political support at the highest level and the expressed intent of strengthening democratic institutions and protecting civic space. The Steering Committee also expresses its willingness to support El Salvador to regain active status.

This inactive status may last up to one year from the date of this resolution, or until the following conditions are met:
1. A new action plan is co-created and submitted no later than March 24, 2023; and
2. This action plan meets the minimum requirements established in the Participation & Co-Creation Standards, as assessed by the IRM.

Failure to meet these requirements will automatically result in the cessation of El Salvador's membership status in the OGP.[5]

Inactive countries are ineligible to participate in Steering Committee elections, and may only attend OGP events as observers for learning purposes. A country's inactive status will be noted on the OGP website and public information materials, where appropriate (e.g., in a list of participating OGP countries). Any country, whether in active or inactive status, may at any time decide itself to withdraw from the OGP.

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[5] A country that regains eligibility may still remain under Procedural Review until it meets OGP's eligibility requirements, however, this issue would not lead to withdrawal.

Letter Regarding New PoC confirmation from El Salvador

Unofficial translation prepared by the Support Unit. Original letter (in Spanish) can be found [here](#).

From: Institute for Access to Public Information of El Salvador
To: OGP Support Unit
Date received: March 10, 2022.

Re: Informing change of OGP point of contact for government of El Salvador

In response to the communication received on March 8 of this year, regarding the designation of the Institute for Access to Public Information as the new point of contact in the participation of the State of El Salvador in the Open Government Partnership (OGP), I am pleased to confirm our willingness as an institution to work to implement open government commitments with the aim of promoting greater transparency, accountability and citizen participation in policy formulation.

In this sense, we confirm that I will serve as the ministerial point of contact and, and Gabriela Castillo, Executive Director of the Institute for Access to Public Information. will serve as the operational point of contact. For the purposes of continuing with the timely coordination, I provide the corresponding emails: rgomez@iaip.gob.sv and gcastillo@iaip.gob.sv.

Finally, may this letter demonstrate El Salvador's commitment to continue being an active member of OGP. Thus, we will be providing the appropriate follow-up so that the OGP Steering Committee can take into account our commitment and, consequently, dismiss the recommendation to designate El Salvador as inactive.

For this, we make ourselves available to resume the corresponding process and be able, as a country, to proactively incorporate ourselves into the work of the OGP.

Without another particular, I subscribe, hoping to get a favorable response.

Cordially,

Signed:
Ricardo José Gómez Guerrero
President Commissioner
Institute of Access to Public Information

Session 3. 2022 OGP Budget Memorandum

To:	OGP Steering Committee
From:	Kate Lasso, OGP CFOO
Re:	Proposed 2022 Budget
Date:	March 24, 2022

Summary: **In 2022, OGP is proposing an organizational budget of $14.4 million in expenditures, with an anticipated income of $12.5 million, supplemented by 2021 carryover reserves of $9.9 million**.

Key messages:

- We are increasing our budget as post-pandemic activities ramp up, including in-person regional meetings, in-person Steering Committee activities, country travel and the strategy refresh process.
- We can afford this increase based on current revenues and reserves.
- Our reserves are at their current level for four reasons. First, we have received a number of unique grants that are not likely to be replicable, including tie-off grants from existing funders, COVID-19 related support, and bilateral funders topping up their contribution at the end of their financial year. Second, our spending has been lower due to the pandemic (for example, turning the virtual OGP Global Summit in December 2021). Third, we are projecting a potential drop in revenues in 2023 due to ending grants and funder uncertainty about renewals or new grants. Fourth, we anticipate the need to fund new activities derived from OGP's upcoming strategic refresh in 2023 and beyond.

Table I: Financial Position 2021 - 2022		
	2021 (US$) *unaudited actual*	**2022 (US$)** *proposed budget*
Revenue	$15,600,000	$12,500,000
Expenditures	$10,900,000	$14,400,000
Ending unrestricted reserves	$9,900,000	$8,100,000

Action for the Steering Committee and the Board of Directors: The proposed budget reports the anticipated income and planned expenses for January – December 2022. 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 2022 budget and the strategic direction of the 3YP. The Board has the formal role of approving the budget taking into account available resources and operational reserves.

Review of OGP Financial Position - Revenues and Expenditures:
Revenues
Several factors contribute to OGP's projected revenues for 2022 of **$12.5 million**: (i) confirmed funding commitments for 2022 of approximately $8.8M; and (ii) an additional $3.7M in anticipated unconfirmed income including annual government contributions.

There are two sources of 2022 unconfirmed income. First, OGP anticipates renewals or extension funding from several core supporters, including Luminate ($600K) and UK FCDO ($600K). The budget reflects conservative estimates for those two donors. A second source of unconfirmed core income for 2022 is government contributions, since amounts and countries making payments fluctuate from year to year. OGP has conservatively budgeted $2.5M in government contributions in 2022 to reflect increasing levels of contributions as countries recover from the impacts of COVID-19. At the same time, our fundraising strategy includes a concerted effort to maintain or increase the levels to what OGP had received in 2019 before the pandemic, which had averaged around $2.8M in recent years.

TABLE II: Revenues	2020 Final Actual	2021 Approved Budget	2021 Actual Preliminary*	2022 Proposed Budget
Hewlett Foundation	1,250,000	1,000,000	1,000,000	1,000,000
Luminate	750,000	750,000	755,000	600,000
Open Society Foundations (challenge and tie-off)	1,900,000	2,931,600	2,181,600	1,400,000
Ford Foundation	700,000	700,000	1,450,000	700,000
FCDO/DFID Annual Award	2,245,519	1,644,278	700,000	555,000
FCDO- Annual Renewal			1,805,396	600,000
AFD (French Dev Agency)			971,000	302,300
USAID	124,788	425,000	507,896	800,000
Afghan Mission			1,021,188	
Payroll Protection Grant	-	638,000	638,478	738,000
Government Contributions	2,579,338	2,400,000	2,828,710	2,520,000
International Development Research Centre	26,430	79,162	115,144	160,000
Sida	1,655,175	1,731,000	1,751,957	1,731,000
World Bank Trust Fund	-	240,000	188,438	216,400
Chandler Foundation	200,000	200,000	200,000	200,000
Mott Foundation	150,000	150,000	150,000	150,000
EU Grant	13,242	412,643	429,826	857,900
Other	294,409		13,173	-
Total Revenue	*$ 11,888,901*	*$ 13,301,683*	*$ 16,707,806*	*$ 12,530,600*

*Note: The 2021 Actual preliminary figures for income and expenses include (in italics) what was received and spent for the Afghanistan evacuation effort. Please see Budget Annex 1 to this report for detailed information.
**Blue: Unconfirmed revenues.

Expenditures

2022 planned expenditures of **$14.4 million** reflects an increase of 22.4% compared to OGP's revised approved 2021 budget of $11.7M. Below is a summary of changes within major cost categories:

1. **Staff costs:** Increased, following a review of OGP's staffing to meet excess demands in key program areas that led to 6 additional positions. In 2022, OGP anticipates being fully staffed at an anticipated 70 employees. The budgeted amount also includes a provision for an average merit and COLA increase of 5.4% (reflecting higher inflation in countries where our staff are based; escalators of 3-5% adjusts for inflation for costs in 2023), promotions and currency fluctuations. Overall, we note that staff costs (at $9 million) constitute 64% of OGP's budget, reflecting that our staff are our most vital assets for supporting the Partnership. As a part of the upcoming strategic refresh, we propose to undertake a comprehensive functional and staffing review of OGP to determine the appropriate total size and composition of OGP staffing for the next five year period.
2. **Professional Services:** Increased, as we prepare for a return to normalcy, regional meetings, implementation of new restricted grant activities and internal and leadership development for OGP reformers.
3. **Professional Services-Contingency:** Neutral, given the overall financial uncertainty for the unconfirmed revenues, OGP has prudently kept an unallocated contingency of $500K and will engage in a formal budget mid-year review process, by which time we will have greater clarity over FY22 income and expenses. This will allow for mid-year modifications to our workplan and budget, if needed.
4. **Facilities, Administration, Depreciation and Other Expenses:** Neutral, as OGP's US-based staff OGP continues work primarily virtually.
5. **Travel & Meetings:** Increased, in large part because we anticipate planned, in-person regional meetings and one potential in-person steering committee meeting, complemented by an anticipated increase in staff travel as the pandemic subsides and the ability to travel safely increases.

Table III: Expenses	2020 Final Actual	2021 Approved Budget	2021 Actual Preliminary*	2022 Proposed Budget
Salaries & Related Expenses	7,200,940	7,179,130	7,617,428	**9,046,440**
Professional Services	1,891,126	3,280,934	2,391,892	**2,766,561**
Prof. Svcs & Travel Contingency				**500,000**
Facilities & Admin. Expenses	298,507	169,800	180,942	**200,600**
Travel and Meetings	243,087	454,542	67,295	**938,384**
*Travel/Other Exp- Afghanistan**			1,064,299	
Grants & Awards	50,000	248,859	240,277	**522,972**
Admin and Other	291,337	406,860	366,752	**396,244**
Total Expenses	**$ 9,974,997**	**$ 11,740,125**	**$ 11,928,885**	**$ 14,371,201**

*Note: The 2021 Actual preliminary figures for income and expenses include (in italics) what was received and spent for the Afghanistan evacuation effort. Please see Budget Annex 1 to this report for detailed information.

Operating Reserves

As you will see in the financial tables, we are ending 2021 and entering 2022 with a relatively high reserves balance of **$9.9 million**. Per our Board guidance, OGP's <u>minimum</u> reserves should be $3.8M representing 3 months of normal operating expenses. This large reserves balance is, in part, an outcome of three key factors. First, our spending has been low due to the pandemic, and we are continuing our proactive, conservative fiscal management. This fiscal conservatism

has helped OGP weather two years of financial uncertainty since the onset of the pandemic, especially as we continue to experience significant volatility in our revenue and funding stream. Second, we have received a series of unexpected tie-off or one-off funding tranches over the past year in response to anticipated reduced or paused funding from sources such as:

- **$738K USD** from USG: Payroll protection funding.
- **$1.4M USD** from OSF: This tie-off grant, granted in the last year due to an ongoing OSF internal reorganization, is intended as support likely through 2022 and potentially 2023.
- **£943K GBP** from FCDO: This additional funding is intended for costs for the 2021-2022 year, which FCDO secured at the end of their fiscal year. We are currently waiting for the renewal of FCDO funding which is expected to be delayed and likely not starting until mid-2022.

Third, we are projecting simultaneously: (i) a significant decrease in in support from some of our core donors in coming years, including UK FCDO funding which is currently 30% of pre-pandemic levels and was our biggest funding stream; and (ii) new demands for spending as we undertake the upcoming strategic refresh. Projected ending reserves for 2023 is $2.7M which falls below our Board policy guidance, necessitating continued prudent financial management to maintain a higher proportion of reserves for 2023 and outer years. In light of these factors, we must continue our conservative financial management to mitigate financial uncertainty and ensure that we have vital resources going forward, especially as we continue to experience the potential for volatility in our revenue streams, including the drop in one-off and tie-off funding as well as in core donor funding. Continued core support will be vital and hugely helpful for longer-term financial stability, particularly as in-person gatherings start to increase in 2022 and onward, leading to higher expenses.

Fundraising

In 2022, OGP will focus primarily on expanding strategic linkages and renewals with current donors. The overall goal will be to maintain our levels of core support from our long-term donors, while seeking strategic partnerships for targeted funding to help build out promising new programs and scale up regionally-focused efforts.

We are anticipating renewed funding with UK FCDO, IDRC, Luminate, USAID, Sida and Ford Foundation in 2022. With these current grants ending within 2022 and others ending in early 2023 (such as Hewlett Foundation and Chandler Foundation), OGP will be building the case for how open government can help advance evolving donor strategies, particularly with many donors increasingly pivoting to a deeper focus on combating authoritarianism, civic space, digital governance, and enhancing local/regional actors' capacity. Finding entry points for collaboration will be particularly relevant in light of OGP's strategy refresh process in the latter half of the year. As OGP's strategy refresh evolves, we will also start laying the groundwork for key existing or new initiatives that we can engage with new donors on, such as on OGP Local and the OGLC program.

In sum, OGP continues to cultivate strong relationships with our existing donor community while seeking to develop relationships with new donors, as we continue to advance the principles of open government in an increasingly challenging environment.

Budget Annex 1: Afghanistan Funding and Expenses
As of March 3, 2022

$1.45M USD - Revenue Received to Date/Confirmed:

- $75K Bloomberg Foundation (received)
- $60K Luminate (received)
- $14.43K Infrastructure Transparency Initiative (CoST) (received)
- $15.75K Extractive Industries Transparency Initiative (EITI) (received)
- $18.37K Open Contracting Partnership (OCP) (received)
- $815K Sida (received)
- $22K World Economic Forum (WEF) (received)
- $50K Trafigura Foundation ($48K received)
- $15K Glencore (received)
- $10K Chandler (pledged and pending)
- $50K Guvnor Group (pledged and pending)

$1.42M USD - Costs incurred/obligated:

- $705K August 2021 Flight and Coordination
- $79K Macedonian Young Lawyers Association (MYLA) legal and other services
- $154K Red Cross (via MYLA) social/humanitarian support provision
- $449K Hotel accommodations
- $26K Stories vendor
- $15K OGP staff support visit
- $2K Other services

While we are still supporting individuals remaining in Skopje, we are anticipating potential additional costs of approximately $50,000 USD potentially extending into April 2022, depending on when the remaining members of the group will depart North Macedonia for their resettlement.

(**Note**: For the first three months of on-the-ground costs, the Open Society Foundations spent approximately $300,000 USD and the Government of North Macedonia spent $460,000 USD to support the group, which is not included in the above list.)

Budget Annex 2: 2021 Country Contributions
As of March 11, 2022

Highlights

- OGP received a total of **$2,828,710 USD** from country contributions from **37 countries in 2021**, exceeding the goal for the year by $428,710 (18%).

- 23 of the 37 countries who contributed in 2021 met or exceeded their requested minimum contribution. There were no new contributors in 2021.

- Nine of the current eleven Steering Committee governments fulfilled their contributions for 2021. In place of country contributions, the United Kingdom is one of the countries that contribute through bilateral aid agencies. France and Romania, whose term in the Steering Committee ended on October 1, also contributed:

  - Canada
  - Estonia
  - Georgia
  - Germany
  - Indonesia
  - Italy
  - Morocco
  - Nigeria
  - South Korea

- The goal for 2022 is $2,520,000 USD. Six countries have already contributed, including Estonia from the Steering Committee.

List of 2021 country contributions

Member Country	2021 Minimum Contribution (USD)	2021 Contribution Received (USD)
Afghanistan	10,000	9,950
Armenia	50,000	25,000
Australia	100,000	100,000
Brazil	50,000	50,000
Bulgaria	50,000	50,000
Canada	100,000	200,000
Côte D'Ivoire	25,000	51,164
Croatia	100,000	25,000
Czech Republic	100,000	24,980
Denmark	100,000	149,980
Ecuador	50,000	50,000
Estonia	100,000	25,000
Finland	100,000	112,720
France	100,000	200,000

Georgia	50,000	25,000
Germany	100,000	200,000
Indonesia	50,000	50,000
Ireland	100,000	64,086
Israel	100,000	100,000
Italy	100,000	99,241
Luxembourg	100,000	11,652
Mexico	50,000	50,000
Morocco	25,000	25,000
Netherlands	100,000	99,980
New Zealand	100,000	145,000
Nigeria	25,000	47,346
Norway	100,000	199,980
Panama	100,000	20,000
Peru	50,000	50,000
Philippines	25,000	50,000
Portugal	100,000	10,000
Romania	100,000	50,000
Serbia	50,000	29,890
Slovak Republic	100,000	27,938
South Africa	50,000	100,000
South Korea	100,000	199,206
Spain	100,000	100,598
Total Country Contributions Received (USD)		$2,828,710

Annex

Key Dates for OGP Steering Committee in 2022

Month	OGP SC Activity / Meeting	Other global events
March	+ March 15: Conversation on the EU Recovery and Resilience Facility (virtual) + March 23: Civic Space Learning Network Meeting (virtual) + March 24: Working Level Steering Committee Meeting (virtual)	+ March 31 - April 1: OECD Integrity Forum (virtual)
April		+ April 22-24: IMF-World Bank Spring Meetings (Washington, DC, USA)
May	+ May 9-10 / 10-12: Nordic+ event and eGov Conference (Estonia) + May 16-20: Open Gov Week (global)	+ May 22-26: World Economic Forum (Davos)
June		+ June: Summit of the Americas (Los Angeles, USA) + June 6-10: RightsCon (virtual) + June 9-10: Copenhagen Democracy Summit (Denmark) + June 26-28: G7 (Germany)
July		+ July 5-15: High Level Political Forum on Sustainable Development (hybrid virtual + New York, USA)
September	+ TBD: OGP Co-Chair Handover + **TBD September or October: OGP Europe Regional Meeting (Italy)** + *TBD Opportunity for SC convening (working-level)* + **September 26-30: OGP Americas Regional event with Abrelatam / Condatos (Dominican Republic)**	+ September TBD: Tallinn Digital Summit (Estonia) + September 20-23: UNGA general debate (New York, USA)
October	+ TBD: Working-level SC retreat	+ October 30-31: G20 (Indonesia) + TBD Q3: International Anti-Corruption Conference (IACC)
November	+ **TBD early November: OGP Africa Regional Meeting (location TBD)**	+ November 7-18: UN Climate Change Conference (COP27) (Sharm El-Sheikh, Egypt) + TBD: Paris Peace Forum (France)
December		+ TBD end 2022 or early 2023: US Summit for Democracy

OGP Steering Committee Rotations in 2022

	Civil Society Rotation	Government Elections
	Number of seats open: 3 Georgia (rotating out) Germany (eligible for 2nd term) Indonesia (eligible for 2nd term)	Number of seats open: 3 Helen Darbishire (rotating out) Elisa Peter (eligible for 2nd term) Zuzana Wienk (rotating out)
Q1 2022	+ Call for nominations	+ Expressions of interest
Q2 2022	+ Public comments; + Shortlisting; + Interviews & public webinars	+ GL endorsement; + Voting (if necessary); + Public announcement
Q3 2022	+ Final selection; + Endorsement; + Public announcement; + Co-Chair selection	+ Co-Chair selection
Q4 2022	New terms begin October 1	