

A Decade of Impact

2021 Annual Report

Open
Government
Partnership





Government reformers discuss the Republic of Korea's Gwanghwamoon 1st Street Initiative, where citizens can submit policy proposals. Photo by OGP.

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INTRODUCTION LEARNING FROM THE PAST DECADE

When eight governments and nine civil society leaders launched OGP in 2011, no one expected it to reach its current size and scope. Over the last ten years, however, OGP has grown in ways that have exceeded expectations. Governments and thousands of civil society members have, together, co-created nearly 5,000 commitments across more than 350 action plans in 77 countries. These commitments have changed how the governments work, despite a global political environment increasingly hostile to openness.

OGP's tenth anniversary provided an opportunity to reflect on and highlight the progress the Partnership has made—and, importantly, start laying out an ambitious agenda for the coming years. OGP's successes have been well documented, further validating its unique approach to achieving greater, sustained open policies and practices.

Research including an [independent developmental evaluation](#) that started in 2019, the [OGP Vital Signs](#) report, and the [OGP at Ten: Toward Democratic Renewal](#) report, show that the OGP model works: when governments and civil society come together to co-create action plans with concrete, ambitious commitments that are independently assessed, it leads to more open governments, better policies, and improvements in people's lives. Civil society is increasingly involved in the action plan process, and this is linked to better outcomes with stronger action plans and results.

OGP action plans now cover more policy areas than ever before. This sheds light on both an increasing degree of need and the import of ongoing reassessment of strategy and areas of focus. OGP's developmental evaluation looks at specific strategies and elements of how OGP works, and validates the importance of political advocacy, peer-to-peer exchange, trust-building and relationships with actors, and technical and financial support in driving open government reform.

Continuous learning and adaptation is a critical element of the OGP model. In 2021, OGP also learned that if the Partnership is to meet its full potential, it needs to tackle several system-wide challenges and barriers to action plan success.

Levels of ambition within OGP commitments, which can indicate strong results, have declined over time. Some policy areas have seen more traction and impact than others: commitments in several areas of anti-corruption are among the most ambitious and most likely to generate strong early results, while there are few civic space commitments, and they have lower levels of early results. While overall rates of implementation have remained steady, several OGP members struggle to fulfill their commitments, particularly low-income countries. Lack of resources may be a contributing factor in many cases, but improving implementation across the Partnership will need more than just funding.

The combined insights gathered throughout 2021 will provide a strong basis for co-creating OGP's new strategic plan, including laying out ambitious strategies, choices, and tactics for the full Partnership, including the OGP Support Unit. The plan will be developed throughout 2022, and launch in early 2023.



Mabel Bianco, activist and founder of the Foundation for Women's Studies, has worked tirelessly to advocate for women's rights in Argentina. Photo by OGP.

Everyone has a story, together we have a mission.

At its heart, OGP is about the reformers who are working tirelessly to make government more accountable, inclusive, participatory, and transparent so it can better serve citizens. In its tenth anniversary year, the Partnership spotlighted many of its inspiring stories through the [OpenStories website](#), OGP's official podcast [Voices of Open Government](#), and the [OGP Awards](#). These opportunities have shown the importance of open government reformers at a time when global democracy is in decline, acting as inspiration and encouraging others to share their own success stories with the global open government and democracy community.

COUNTRY RESULTS

OGP is one of the few platforms that brings together domestic government reformers and civil society in a constructive partnership, building unusual coalitions and creating an action-oriented dialogue. The OGP Support Unit builds reformer capacity and aims to broaden ownership of the open government agenda across domestic stakeholders through the co-creation and implementation of ambitious commitments within action plans.



Third-grade students at Jeju Jungang Elementary School in the Republic of Korea listen as their teacher gives a lesson. Photo by OGP.

OGP members continue to tackle a confluence of global challenges, including deeply-rooted issues related to gender, anti-corruption, civic space, justice, health and education, and ever-growing threats to democracy, among others.

In 2021, national and local members submitted 72 action plans. The co-creation of these action plans typically take place within multi-stakeholder forums, which are important forums for dialogue between government, civil society, private sector, and other stakeholders. In 2021, 75% of national members' MSFs met at least twice, higher than in 2020, which could indicate a positive trend of member countries returning to normalized OGP processes despite COVID-19 challenges to in-person meetings.

Open government reformers also succeeded in broadening the buy-in and ownership of reforms across state institutions this year. OGP has learned that institutionalizing open government reforms across various ministries and levels of government is important to both increasing commitment implementation rates and ensuring their long-term sustainability.

In 2021, ministries other than the lead ministries participated in co-creation efforts in 43% of OGP countries, most notably in the areas of anti-corruption, public service delivery, and democratic processes. In addition, parliaments or other legislative bodies participated in OGP processes in 43% of all countries in 2021, a significant increase over the previous year as compared to 2020. The IRM has repeatedly found that OGP commitments requiring legislative action result in the highest levels of impact.

Impacts of COVID-19

Like all communities and sectors over the past two years, many of OGP's efforts were measurably impacted by the COVID-19 pandemic. Notably, it disrupted in-person convenings and domestic co-creation processes in member countries, leading to fewer submitted action plans than the original expectation of 100-plus action plans. Despite seeing a greater level of attendance by high-level political leadership at many OGP events, the pandemic significantly affected the ability of the OGP Support Unit to help domestic reformers with in-person visits and meetings that could help push past roadblocks in the OGP process.

To mitigate many of these challenges, the OGP Support Unit continued to adapt to COVID-19 restrictions by offering an increasing number of virtual peer exchanges and convenings and ensuring its learning content was more accessible and user-friendly. One example was the implementation of the new [OGP Local](#) strategy, which is a lighter-touch support and monitoring model designed for local jurisdictions to advance open government.

Additionally, the Independent Reporting Mechanism (IRM) underwent a refresh in 2021 with [new simplified products and updated processes](#) to increase accountability for commitments made in action plans, increase stakeholder engagement with IRM findings, and enhance learning and reflection at the country level. The IRM also incorporated special research questions in the products to learn more about how COVID-19 affected OGP action plans. The findings were shared during IRM Week 2021 with blogs and infographics on the effects of the pandemic on [access to information in the Western Balkans](#), the [resilience of open government reforms](#) and [new commitments to tackle COVID -19](#).

NIGERIA: Protecting Civic Space and Advancing Justice

In the midst of a global reckoning over police brutality and systemic discrimination by law enforcement, revelations of extrajudicial killings in Nigeria prompted the #EndSARS movement. OGP acted as a useful platform for domestic civil society in the face of democratic backsliding by providing high-level visibility, creating space for dialogue, and building partnerships. Government and civil society reformers used an existing civic space commitment in Nigeria's OGP action plan as a key entry point to expand, frame, and coordinate discussions on how to enact holistic, comprehensive reforms of the police force through increased oversight and enhanced dialogue between citizens and government. In May 2021, the federal government initiated an ongoing conversation series between police and citizens to repair their damaged relationship and rebuild trust. The dialogue program is being held in the six geo-political zones of the country and was kicked off in Abuja as part of Nigeria's Open Gov Week activities, under the theme of "Re-engineering Government, Institutions, and Society for Transparency, Accountability, and Inclusive Citizens Participation."

#EndSARS demonstrations demanding police reform in Lagos, Nigeria.

Photo by Seun Sanni/Reuters.



COLOMBIA: Citizen Participation in Pandemic Response

As a result of the work of government and civil society reformers in OGP, Colombia included two commitments in its 2020 OGP action plan that put transparency, accountability, and participation at the center of efforts to rebuild in the wake of the pandemic. Colombian civil society, in particular, has been keen to investigate government use of resources to tackle the pandemic and has monitored contracts for signs of irregularities, raising red flags through investigative journalism and denouncing potential cases of corruption. Citizens, such as Jimmy Molina (profiled in the [OGP at Ten report](#)), have been able to file reports and engage in citizen monitoring of public spending through the "Auditores Ciudadanos" (Citizen Auditors) platform. Jimmy used the platform to report discrepancies in the delivery of emergency spending in his hometown of Villavicencio, Colombia. In August 2021, the government responded confirming the discrepancies due to staffing shortages and issued new orders to equip his community with the necessary resources to monitor the virus. Colombia's example is one way in which open government is helping countries to withstand the effects of COVID-19 and become more resilient.

Jimmy Molina, a student and citizen auditor, in his hometown of Villavicencio, Colombia.

Photos by OGP.



NEW ACTION PLANS
22 NATIONAL | **50** LOCAL

498
COMMITMENTS
318+180
 NATIONAL LOCAL

Multi-Stakeholder Forums which met twice a year in 2021:

75%

67
 COMMITMENTS with strong early results in 2017/2018 action plans

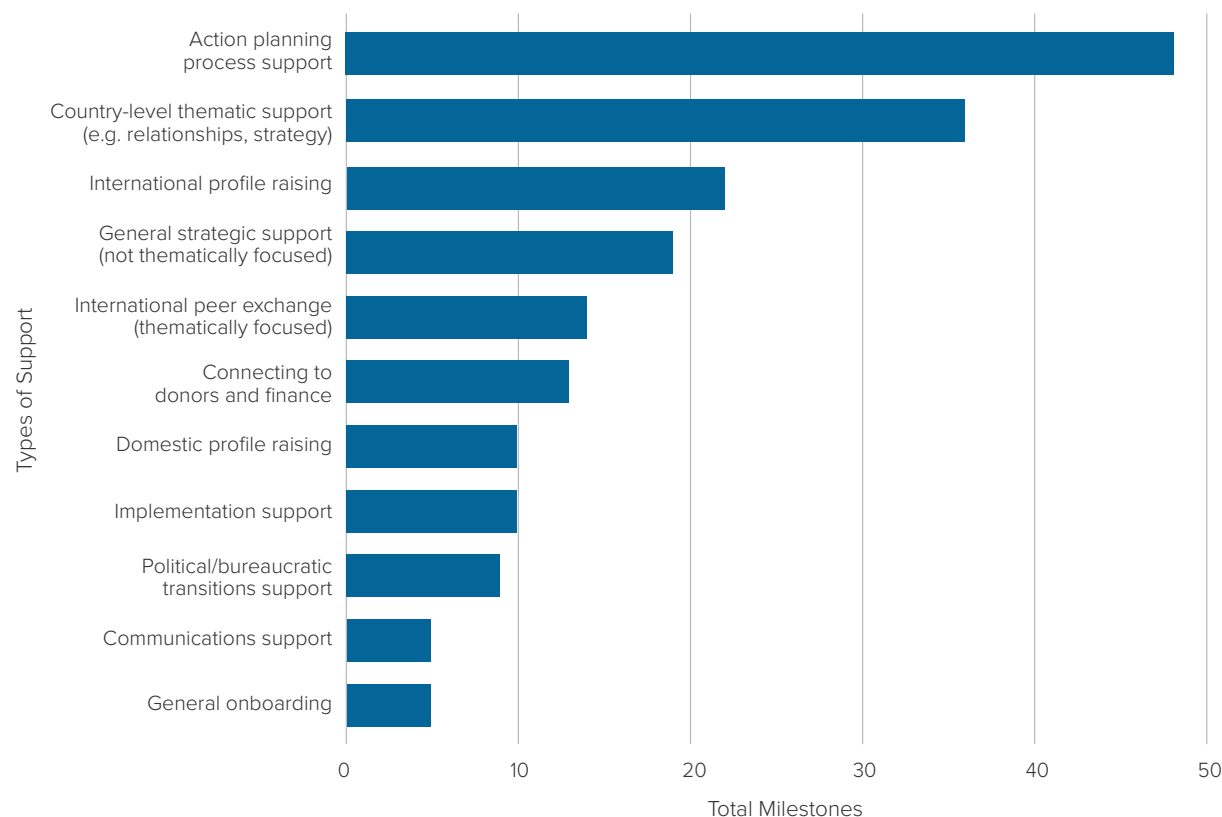
How the OGP Support Unit Assisted Member Countries in 2021

In 2021, the OGP Support Unit brokered 240 instances of technical and learning support across 50 countries, along with 18 instances of financial support, as compared with 335 instances across 52 countries in 2020.

The higher rate of support in 2020 is likely linked to more intensive virtual convenings and support at the onset of the COVID-19 pandemic. It also implies that virtual convenings may be more efficient in reaching a larger set of countries.

The figure on the right shows the types of support that the OGP Support Unit provided over the course of 2021 with the most in-demand types being: support for action planning and co-creation; country-level thematic support, such as relationship and strategy-building with domestic stakeholders; and raising the profile of reformers internationally.

Instances of Support Provided by the OGP Support Unit in 2021



Inclusion Beyond the Typical Actors

Building diverse coalitions to work towards open government reform can result in a more diverse set of solutions to a problem, as well as more sustainable and inclusive reforms. This principle continues to be highly effective across the Partnership.

In 2021, 41% of multi-stakeholder forums (MSF) included the representation of marginalized groups, which indicates a slightly upward trend over the previous year. Of these, the most commonly-represented marginalized groups were women, those identifying as LGBTQIA+ individuals and communities, and youth.

OGP has also seen an expanded base of participation through greater inclusion of the private sector. Over the past year, an increasing number of businesses engaged in domestic OGP processes, with participation now in 39% of all member countries.



Access to justice advocate Dzengis meets with a fellow member of the Roma community in Prilep, North Macedonia. Photo by OGP.

NORTH MACEDONIA: Ensuring Access to Justice for Marginalized Populations

The Roma minority in North Macedonia faces discrimination in housing, access to medical care, and employment, often resulting in persistent poverty. In its 2018-2020 action plan and with the involvement of 19 domestic civil society organizations, North Macedonia [committed](#) to expanding justice for marginalized populations through the establishment of four access-to-justice centers located in municipalities with high numbers of Romani people. The intent is to support the citizens of 14 municipalities in the exercise and protection of their rights by providing: easier access to legal and paralegal services; training for employees of Roma Information Centers and Ministry of Labor and Social Policy; and improved quality of legal services. The impact of this commitment has made a measurable difference in these communities. The Roma Information Center in Prilep has provided legal and paralegal assistance in more than 1,200 cases since the start of the COVID-19 pandemic. In 2021, North Macedonia reaffirmed its commitment to expand access to justice for its citizens in its latest action plan, with 27% of their 40 commitments related to justice, including new specific commitments on access to justice for vulnerable groups, such as [victims of domestic violence](#) and individuals [dependent on welfare](#).

DEMOCRATIC CRISES AND OGP

AFGHANISTAN

The fall of the government in Afghanistan in 2021 and subsequent takeover by the Taliban has been incredibly challenging for open government and democracy reformers in the country, as well as for the larger global community. This has been particularly troubling as the country experienced a number of promising trends in recent years.

There was real change taking place in Afghanistan through the OGP process, led by courageous reformers working on areas critical to healthy and thriving democratic institutions, including anti-corruption, women's rights, justice, and access to information. Across many measures, they had been succeeding despite persistent corruption, a weak state, and foreign interference.

Following the takeover, OGP received many requests to support the open government community who worked on OGP and partner

initiatives over the past five years, many of whom faced danger if they stayed in the country. The OGP Support Unit, with partner support, led the evacuation of 152 individuals – reformers and their families – to North Macedonia. OGP took on a coordination role in these efforts. With additional support from donors and partners, OGP continues to assist this group during their stay in North Macedonia, as well as with their onward resettlement. As of early 2022, the majority of these reformers had been resettled in Canada.

While the OGP Support Unit was able to help these 152 individuals, the vast majority remain in Afghanistan and continue to need the international community's support and attention. In consultation with local actors, OGP will be leading discussions about Afghanistan's national membership in OGP going forward.



Many Afghan activists were forced to flee the country following the Taliban takeover of Kabul. Photo by OGP.

UKRAINE

As of the writing of this report, the situation continues to deteriorate in Ukraine. OGP has joined the open government community in unequivocally condemning the unjustified and unprovoked attack on Ukraine, an OGP member since 2011.

As a member of OGP, Ukraine has taken bold steps to strengthen their democracy, and modernize their country. Model reforms have been implemented in areas like public procurement, beneficial ownership transparency, and sale of public assets. This work has been built on a robust partnership between government, civil society, and media. It has set an example that many in OGP strive to follow in their own efforts.

OGP stands in solidarity with all Ukrainians as they face an invasion intended to quell their hopes, replace those who lead their democratic institutions, and unravel all the work done to make Ukrainian democracy work better for its citizens.

GLOBAL ADVOCACY

OGP leverages major regional and international political moments as milestones to sustain the open government movement by acting as an engine of implementation of other global initiatives, amplifying and spotlighting domestic innovation on a global stage, and informing global decision-making. Through stronger political leadership and the smart use of campaigns, OGP can showcase the work of reformers and champions on the global stage to inspire more progress from other members.



OGP Envoy, Aruna Roy discusses the right to information with students. Photo by OGP.

The OGP community had an ambitious agenda for OGP's tenth year to maximize opportunities on the global stage for open government. This included an expanded campaign on how countries are tackling the ongoing COVID-19 pandemic, including through high-profile events such as Open Gov Week. OGP also strengthened its unique role as a connective tissue between big global moments, spotlighting the centrality of open government in advancing global norms and ensuring that country reformers' voices and experiences are elevated to the global stage. These conversations, including on civic space and public participation, anti-corruption, and digital innovation, were amplified at the OGP Global Summit from December 15-17, 2021.

Responding to COVID-19

With the continuing impacts of COVID-19 being experienced globally, the OGP Support Unit launched

the next phase of the Open Response+Open Recovery campaign: [Open Renewal](#), designed to ensure that the values of transparency, participation, accountability, and inclusion are part of the response to and recovery from COVID-19. Approximately half of the 15 national action plans created in 2020 included commitments focused on open government responses to the pandemic, which indicates growing action (as compared to the OGP Support Unit's typical campaign aim of 30% of action plans including commitments in line with an OGP campaign).

Profiling Promising Reforms at Open Gov Week

[Open Gov Week \(OGW\)](#) was held from May 17-21, with more than 300 online events held in nearly 60 countries, from peer exchanges to hackathons. OGW has always been about scaling up OGP's

“OGP popularized information-sharing and open government as a necessary part of governance and has made citizen participation a systemic reality.”

— Aruna Roy, Indian activist and Founder of Mazdoor Kisan Shakti Sangathan

efforts and advancing open government. This year's OGW offered a unique opportunity to explore new bold, ambitious reforms with the goal of inspiring the commitments being implemented and co-created in 2021 action plans. The majority of events focused on OGP's Open Response+Open Recovery+Open Renewal campaign-related issues, as well as co-creation and the launch of new action plans.



U.S. President Joseph R. Biden addresses participants at the 2021 OGP Global Summit. Photo by MOIS, Republic of Korea.

HIGH-LEVEL EVENT PARTICIPATION:

In 2021, **66%** of national members had the participation of a Minister or higher in an OGP event, compared with 54% in 2020. This is important as it indicates political commitment from leaders who **can create** an enabling environment for open government reforms.



Connecting Globally and Domestically

In 2021, OGP has increasingly connected global moments to country actions. These events included: the OGP Global Summit; G7 and G20 processes; the U.S. Summit for Democracy in 2021 and 2022/23; regional efforts with groups such as the Organization of American States, Asian Development Bank, and African Development Bank; United Nations General Assembly meetings and special sessions; and others. These events have helped to maximize political momentum on issues related to democracy, transparency, and accountability. This helped to create momentum that promoted real reforms in action plans and lifted the profile of OGP members' domestic efforts on a global stage.

For example, in 2021, the OGP Support Unit helped to galvanize dialogue and action on the

[G7 Open Societies agenda](#) by creating a forum for G7 governments, civil society organizations, and the private sector to make tangible progress on commitments that were made at the G7 Summit. At the invitation of the UK government as part of its 2021 G7 presidency, the OGP Support Unit and Transparency International (TI) co-hosted a [civil society and private sector consultation](#) on anti-corruption to encourage G7 countries to engage in dialogue with civil society in their respective countries and to set the bar on issues G7 countries should be addressing in future multilateral actions, and domestically through OGP action plans. Under the leadership of the UK, this was the first such effort by the G7 to engage civil society ahead of a ministerial meeting, and OGP's role in advancing these anti-corruption commitments and in taking forward domestic reforms through national action plans was specifically noted in a [communiqué](#).

“Let us stand with those civil societies and courageous citizens around the world who are demanding transparency of their governments and let us all work to hold governments accountable to the people they serve.”

— President Joseph R. Biden,
United States of America

OGP Global Summit 2021

The [OGP Global Summit](#) hosted by the Republic of Korea was held from December 15-17, 2021, featuring 280 speakers in 41 plenaries and main sessions. This 10th anniversary Summit was a crucial opportunity to reinforce the importance of open government in recovering from the pandemic, advancing thematic and regional dialogues and reforms, and strengthening and renewing democracy.

OGP's first primarily virtual summit reached over 3,500 registered participants from 156 countries, with [15 statements](#) from Heads of State/Government (HoS/G) and the UN Secretary General, the highest number to ever speak at an OGP summit. Yet, OGP retained the spirit of civil society-government dialogue that is central to the Partnership's approach. For example, the Summit featured conversations between the Prime Ministers of the Republic of Moldova and the Slovak Republic with civil society leaders on their visions for the future of open government in their countries – a dialogue element that is unique to OGP Summits.

The summit was structured around three core thematic priorities: [anti-corruption](#), [civic space](#), and [digital governance](#), with three plenary sessions designed to mobilize high-level support, highlight country-level concrete reforms, including in OGP action plans, and celebrate reformers working on the Summit themes.

The OGP Support Unit was also able to experiment with innovative formats for bringing together the open



Jeon Hae-cheol, Minister of Interior and Safety of the Republic of Korea President addresses participants at the 2021 OGP Global Summit. Photo by MOIS, Republic of Korea.

government community, which were well received. This included a series of [Community Dialogues](#) aimed at encouraging the community to engage and discuss open government relevant topics with peers in a more intimate setting, with each session capped at 60 participants with minimal moderation by the OGP Support Unit. The OGP community participated in the Summit through the hosting of [56 partner sessions](#), and were featured in several pre-Summit events: [IRM Week](#), [OGP Academy](#), [Youth Summit](#), and in [Thematic events](#) (Justice, Beneficial Ownership, Gender).

“Korea’s experience in seeking open government has become the foundation of trust and the strength for overcoming crises.”

– President Moon Jae-in, Republic of Korea

REFORMS IN KEY THEMES

OGP catalyzes collective action through research and analysis on policy areas, strengthened partnerships and networks of expertise, and cross-country coalitions. In particular, the OGP Support Unit convenes national and local members and civil society partners to share good practices and implementation challenges in developing and implementing reforms.



Children participating at the 2021 OGP Global Summit. Photo by MOIS, Republic of Korea.

This past year continued to reaffirm the significance of OGP’s work in advancing greater openness among various policy areas and across themes, including successfully leading on issues related to civic space, anti-corruption, and digital innovation. However, increasing threats to democracy and other pressing and rapidly-changing global challenges also underscored the importance of continuous improvement – and setting even bolder, more ambitious commitments and finding new ways for members to engage and learn from one another.

High-Level Commitment

OGP kicked off 2021 with a clear [call to action](#) issued by the OGP Steering Committee (SC) Co-Chairs, Republic of Korea and Maria Baron, Global Executive Director of Directorio Legislativo, for OGP members to co-create ambitious commitments in three priority areas: civic space and public participation, anti-corruption, and digital innovation. This was significant as it marked the first time a government Steering Committee member, namely the Republic of Korea, issued a call to action on civic space to all OGP members. Initial results show that the call to action drew significant and needed attention to these three critical areas. To date, of all of the national action plans analyzed in 2021, 14 have commitments relevant to the three co-chair priorities.

Growing Coalitions

Within the three priority areas (civic space and public participation, anti-corruption, and digital innovation), OGP has continued to invest in its coalition-building efforts, including helping to grow the important work of the [Beneficial Ownership Leadership Group](#) and the [Open Algorithms Network](#), as well as expanding the [OGP Coalition on Justice](#) and [Coalition on Gender](#). The groups have become fora for dialogue on international norm setting, bolstering political leadership, sharing concrete implementation actions, and strengthening relationships among reformers working on these topics. Their work has also contributed to notable global discussions, including the Summit for Democracy, the G7, and the G20, further galvanizing collective action toward commitment implementation at the country level.

The OGP Support Unit most commonly delivered technical and learning support in 2021 on:



ANTI-CORRUPTION



PUBLIC SERVICE DELIVERY



JUSTICE

66% of all national members shared **127** implementation experiences with other members in 2021.

The most discussed areas were: anti-corruption policy, digital governance, and democratic processes.



Learning Together

As the [OGP at Ten](#) report highlights, peer exchanges have become an increasingly popular and strategic function of OGP over time, and 2021 was no exception. In 2020 and 2021, each national member attended at least one or more of the 125 peer exchanges offered. In 2021 specifically, 74 peer exchanges covered 49 sub-themes, the most common of which were: Open Response+Recovery+Renewal, anti-corruption (particularly beneficial ownership transparency), civic space, open contracting, and open justice. [OGP peer exchanges](#) provide a productive space for two-way learning, as well as a multi-stakeholder space for government officials, civil society, and businesses to engage. Notable highlights in 2021 included a justice ministries exchange between Senegal and Canada and a peer exchange on fiscal openness between South Africa and Nigeria, among others.

Beyond peer learning, the 2021 [OGP Academy](#), co-hosted by OGP and the Korean Development Institute School of Public Policy and Management (KDIS), brought together academics and experts with



Civil society organizations in North Macedonia help marginalized populations increase their access to justice. Photo by OGP.

442 attendees and 23 speakers. Participants shared new research developments in different areas of open government, captured open government impacts both in and outside of OGP, and devised new future research collaborations.

Policy Trends in Recent National Action Plans

Surveying the [most recent](#) action plans, the IRM found that ambitious commitments consistently concentrated on: beneficial ownership transparency (Albania, Liberia, South Africa); whistleblowing (Czech Republic, Estonia, Liberia); and integrity plans and institutions (Albania, Liberia, Spain). Additionally, anti-corruption, public participation, access to information, and fiscal openness are among the themes with the best early results from the 2018-2020 action plans.

As research continues to show, setting bold goals matters. According to the OGP at 10 report, there is a direct correlation between ambitious commitments and measurable real-world results (Annex C of [OGP at 10](#)). In particular, countries that make OGP commitments related to beneficial ownership and budget transparency have become increasingly more open.



Worldwide demonstrations call for climate action. OGP can provide a useful framework for environmental reform. Photo by N Jilderda from Pexels.

Civic Space in Focus

Globally, the landscape for open government and democracy continued to face growing challenges in 2021, with many countries experiencing increasing restrictions to civic space. As the OGP Vital Signs report has [shown](#), OGP countries continue to decline on third-party metrics related to civic space—particularly around the safety of activists and journalists—and few OGP commitments address these issues. Furthermore, only 10 OGP members are currently implementing civic space commitments from their 2020 or 2021 action plans.

The problem is urgent, and OGP will continue to expand its toolbox beyond action plan commitments. This will mean deepening the OGP co-creation processes, engaging relevant officials and public agencies, and reviewing governance mechanisms.

Last year, for example, the OGP Support Unit brought together reformers for a series of civic space dialogues in the Asia-Pacific region, as well as Africa and the Middle East. The reflections and resulting actions from these discussions will help to inform the development of the [Civic Space Learning Network](#) in 2022, a coalition launched at the OGP Global Summit in December 2021, and will be essential to building a global network on civic space issues and supporting member countries in advancing their own civic space dialogues and commitments.

Efforts at improving civic space are not limited to the multinational level in the Partnership. For example, Mexico provides a compelling case for long-term investment leading to sustained, national civic space safeguards. International reporting exposed that several governments around the world were using

Pegasus spyware to surveil and harass journalists and activists. In 2019, as part of their OGP action plan, civil society in Mexico prompted the government to commit to increase transparency and accountability in the use of surveillance technology. This commitment has the opportunity to set a precedent in terms of what a successful multi-stakeholder, transparency-led framework for the use of surveillance technology could look like. With additional revelations about the use of the Pegasus software by several governments, OGP released a [public statement](#) in July 2021 calling for OGP member Mexico to redouble their efforts on the commitment and reinforced civil society demands for the government to “comply with the commitment on democratic controls for the intervention of communications and clarify the use of Pegasus.”



Minister of State for Budget and National Planning of Nigeria, Clement Agba, is working with civil society groups to end shell companies in the country. Photo by OGP.

Anti-Corruption in Focus

To effectively and inclusively tackle the impacts of COVID-19, OGP members must continue to address issues of corruption. Since the beginning of the pandemic, OGP has played a critical leadership role in that regard, helping to hold governments to account by addressing key issues like open contracting, transparency in public procurement, beneficial ownership transparency (BOT), and overall fiscal openness. Among the 2020 and 2021 action plans, close to 1-in-5 commitments now address corruption, reflecting the overall trend of increasing adoption of beneficial ownership and open contracting reforms in OGP action plans.

This is important as [evidence](#) from OGP's first ten years shows that commitments in several areas of anti-corruption are not only among the most ambitious, but also the most likely to generate strong early results. Moreover, OGP commitments on beneficial ownership transparency and open budgets are associated with better performance. Moreover, OGP countries that have made commitments in these areas—ambitious commitments across multiple action plans, especially—have become more open than other countries across many measures, according to third-party assessments.

In the past year, there has been increasing interest within the Partnership to engage in beneficial ownership transparency. In response, the OGP Support Unit held a series of events and peer exchanges to bring members together to discuss

related issues and further build on this momentum. Discussions included, but were not limited to:

- A cross-regional peer exchange on targeted implementation challenges on beneficial ownership with Armenia, Nigeria, Indonesia, Philippines, and Mongolia;
- A regional peer exchange on beneficial ownership transparency in Africa, as part of OGP's [Open Gov Week](#), with more than 200 leaders from government, civil society, and the private sector; and
- A series of regional beneficial ownership transparency workshops, including for countries in the Western Balkans, and discussions focused on lobbying transparency in Europe and open contracting in the Eastern Partnership and the Asia Pacific regions.

The OGP Support Unit continues to help forge stronger linkages to beneficial ownership transparency challenges at the national level. Their convenings have provided a strong base for follow up at country level for the coming year in countries ranging from Armenia and North Macedonia, to Canada and Colombia.

At the same time, the OGP Support Unit continued building connections to global fora and advocacy, including through its coalitions like the Beneficial Ownership Leadership Group, where clear links were made to regional learning fora, as well as within high-level global conversations such as the G7, G20, and Summit for Democracy.



LOOKING FORWARD

2022 will be another important year for OGP as many member countries embark on implementing bolder, even more challenging action plans, with an additional 80-plus co-creation processes planned. To keep pace with this momentum, the OGP Steering Committee Co-Chairs, the Government of Italy and Aidan Eyakuze, Executive Director of Twaweza East Africa, have laid out an ambitious [agenda for 2022](#) to further incentivize country-level action, leverage global and regional fora, and lead OGP into its second decade.

In tandem, the OGP Support Unit is embarking on a strategic refresh for a new five-year strategy to be developed in consultation with the community, and to be launched in January 2023, as the current [three-year implementation plan \(3YP\)](#) sunsets at the end of 2022.

Evidence from OGP's first ten years also highlights a number of systemic challenges that the Partnership must continue to address in coming years, including: a slight global decline in the ambition of commitments; barriers to implementing commitments, particularly in lower-income countries; and a global decline in civic space impacting the majority of OGP member countries, made further difficult by a lack of commitments that address civil liberties and public accountability. The first ten years also highlight a

wide range of competing demands faced by the OGP Support Unit, including how it can sustain the appropriate level of focus on focus countries, themes, and commitments while also continuing to meet the needs of all members in the Partnership.

OGP will be refining and exploring modifications to its processes as part of the 2022 strategy refresh, including: seeking ways to elevate OGP as a platform for domestic action on the global stage; expanding coalitions through strategic partnerships and network-building; stepping up implementation support; and increasing peer support and learning. In light of increasing challenges to democratic freedom of OGP members, expanding and protecting civic space will be a particular focus, including building the [Civic Space Learning Network](#). The OGP Support Unit will also explore innovative new models to assist country-level reformers, including: the expansion of [OGP Local](#); exploring targeted support for certain sub-regions, such as the [Eastern Partnership](#) and Francophone Africa; and increasing capacity for individual reformers through the newly launched Open Government Leadership Collaborative (OGLC), which focuses on building skills in collaboration, advocacy, and consensus building at the domestic level.

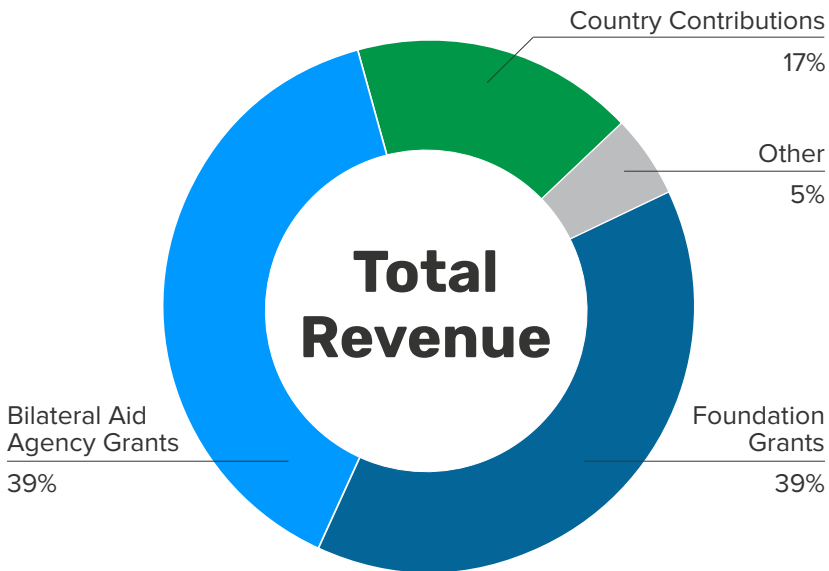
Zukiswa Kota from the Public Service Accountability Monitor partnered with the National Treasury to open up the public budget in South Africa. Photo by OGP.

BUDGET AND FINANCES

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 OGP Secretariat
Bilateral Aid Agency Grants	\$4,532,083	\$6,584,657
Country Contributions	\$2,400,000	\$2,828,710
Foundation Grants	\$5,731,600	\$6,496,600
Other	\$638,000	\$797,839
TOTAL	\$13,301,683	\$16,707,806



2021 Funders

Bilateral/Multilateral Support

- International Development Research Center (Canada)
- European Commission
- Swedish International Development Cooperation Agency
- Foreign, Commonwealth and Development Office (United Kingdom)
- United States Agency for International Development
- World Bank
- Contributions from 37 national member governments

Foundation Grants

- Bloomberg Philanthropies
- Chandler Foundation
- Charles S. Mott Foundation
- Ford Foundation
- Luminate
- Open Society Foundations
- Trafigura Foundation
- William and Flora Hewlett Foundation

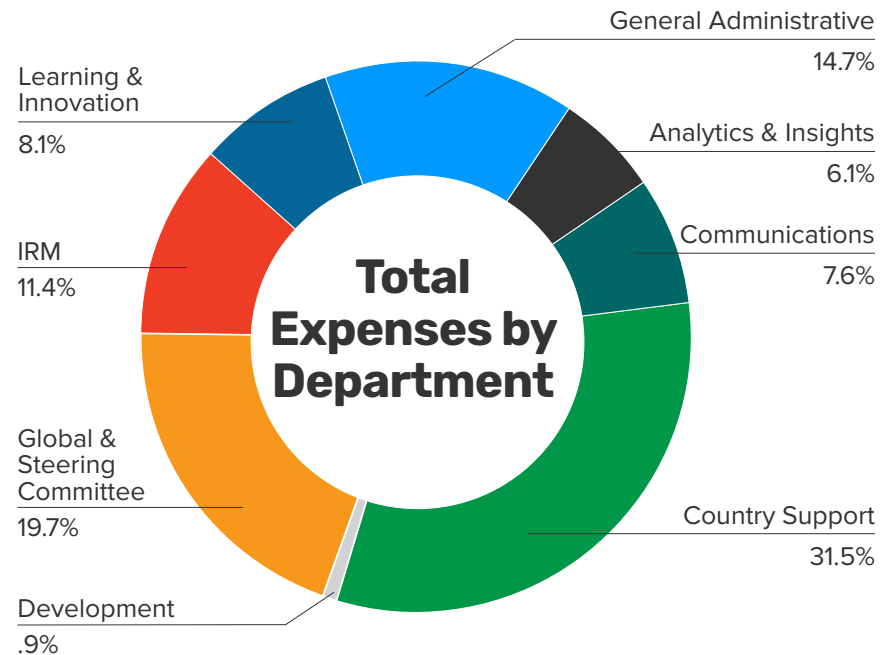
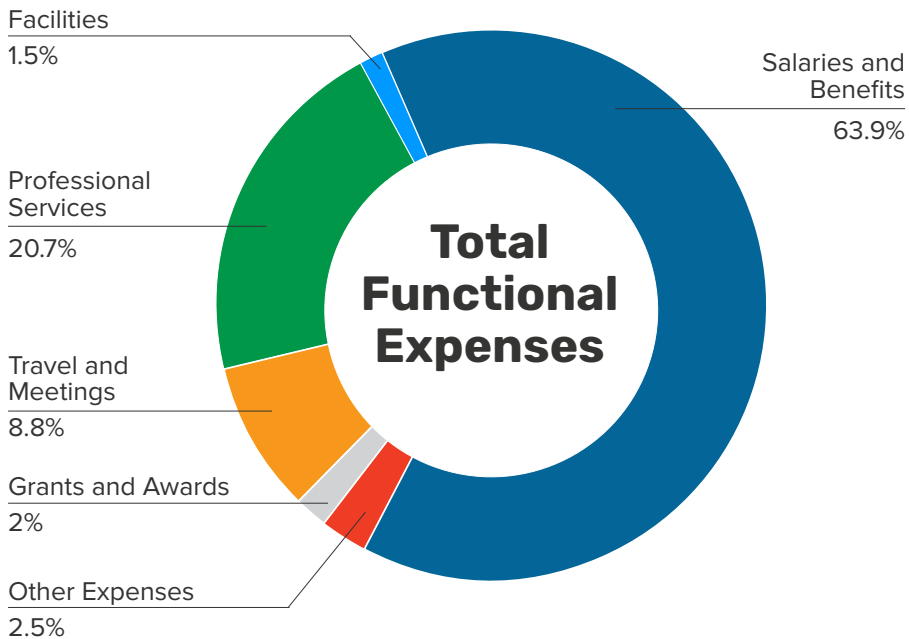
Private Sector

- Glencore International
- Gunvor Group

Expenses

Functional Expenses	Budget	Actual OGP Secretariat
Salaries and Benefits	\$7,179,130	\$7,617,428
Professional Services	\$3,280,934	\$2,473,892
Facilities	\$169,800	\$180,942
Travel and Meetings	\$454,542	\$1,049,594
Grants and Awards	\$248,859	\$240,277
Other Expenses	\$336,860	\$298,019
Depreciation	\$70,000	\$68,733
TOTAL	\$11,740,125	\$11,928,885

Expenses by Department	Actual OGP Secretariat
Analytics and Insights	\$723,031
Communications	\$908,630
Country Support	\$3,756,725
Development	\$113,061
Global and Steering Committee	\$2,351,907
IRM	\$1,362,475
Learning and innovation	\$961,657
General Administrative	\$1,751,399
TOTAL	\$11,928,885



All data in this Financial Transparency section are based on statements as of March 23, 2022.

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