

THE OPEN GOVERNMENT PARTNERSHIP'S 2022 WORK PLAN

MARCH 2022

Open
Government
Partnership



OGP 2022 Work Plan

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2022 Objectives

Context

The 2022 Open Government Partnership (OGP) work plan is the first of the partnership's second decade, and the final one under the framework of our 2020-22 [Three-Year Plan](#) (3YP). The global political context for open government continues to be highly volatile, with a number of countries experiencing attacks from autocratic proponents of closed government and kleptocracy. This continuation of a lengthy trend of democratic decline and civic space is one of the reasons why OGP will conduct a strategy refresh in 2022, while continuing to deliver on important priorities.

There is also an optimistic context for this 2022 workplan. In December 2021, OGP celebrated its tenth anniversary, with the highest ever number of heads of state and government joining our global summit. Thematic dialogues on civic space, anti-corruption and inclusive digital reaffirmed the value of the partnership to some of the most pressing challenges facing the world - from effective pandemic recovery, to tackling inequality and building a better version of democracy that is more resilient to external threats. President Biden's Summit for Democracy also reaffirmed that democracy and open government are now back at the top of the global agenda. At the country level, OGP continued to see the submission of action plans that have the potential to make a real difference.

In 2022, OGP will try to ensure that a renewed global focus on open government and democracy translates into real progress in our national and local members. Ultimately, it is progress on co-creating ambitious reforms that are well implemented and tackle genuine citizen concerns that define OGP's value to the world, and where our efforts as a partnership will be focused.

2022 Partnership-wide Objectives

In 2022, we aim to build on the momentum initiated, and leverage the opportunities presented, in 2021 and continue the work in combating the crises our world faces.

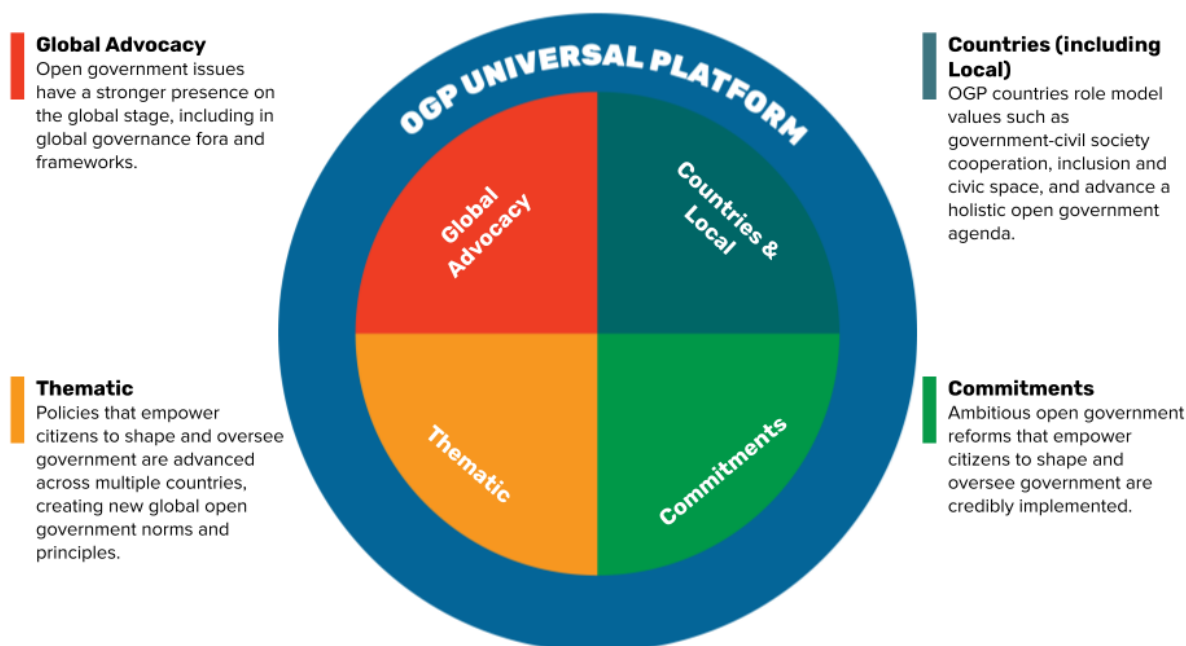
- **Strategy:** Co-create a new strategy for the partnership that is inspiring, relevant, ambitious, and realistic, addressing the core global challenges and clearly defining OGP's value add in addressing them.
- **Themes:** Strengthen OGP thematic coalitions on key topics such as anti-corruption, democracy and participation (including civic space), and digital to especially encourage action at the country/local level, as well as spur learning and inform the global agenda.
- **Countries:** Create a strong pipeline of reform commitments on core open government issues that the community is focusing on through strategic co-creation and implementation support.
- **Global Advocacy:** Strengthen political support for OGP — and the open government, and democracy agenda at large — by showcasing the value of open government to combat major global challenges (i.e., declining democracy, COVID-19 recovery, etc.) and ensuring OGP is the connective tissue between rhetoric and commitments made at global fora and national/local reforms and implementation.



- **Universal Platform:** Re-energize, inspire, engage, and grow the community through using regional events and country visits for community engagement, and developing further platforms like [OpenStories](#) and our data navigation tools.

Key Components of 2022 Work Plan

As the graphic below summarizes, the 2022 work plan follows the same framework of activities found in the 3YP, including commitments, countries (including local), thematic, and global advocacy, as well as a universal platform.



2022 Activities

OGP Strategic Refresh

At OGP’s 10th anniversary Global Summit, we announced our intention to undertake a strategic refresh in 2022 and launch a new OGP strategy in early 2023. This will be one of our major priorities for the year, requiring significant engagement from the OGP Support Unit (SU), Steering Committee (SC) and wider open government community.

There are several drivers for this refresh. First, the markedly changed context for open government ten years on from our founding in 2011. Second, the need to listen to the open government community about the direction they would like the partnership to take, and how it can best support reformers and reforms across the world. Third, the wealth of learning and analysis from OGP’s first ten years that will help shape our future strategy, including recent independent evaluations and the [Decade Report](#) published in December 2021 looking at the evolution of OGP.

The process of the strategic refresh should role model OGP's values in terms of participation and co-creation. We will work to design a process that allows for debate, exchange, and ideas to come from the community, to ensure wide ownership of the strategy. We will also conduct a review of the OGP SU and the Independent Reporting Mechanism (IRM)'s own capacity and functions, to ensure that we can deliver on the ambitions of a new strategy, and look at OGP's overall governance structures to ensure they are fit for purpose.

This is an ambitious exercise, but it is also an opportunity to ensure OGP has a clear strategic vision for its second decade, and the capacity to deliver on that vision.

Themes

Thematic policy areas provide the cross-cutting link between global and country work. The 2022 work plan identifies activities that will be continued or piloted to set the stage for the forthcoming strategic refresh process. As endorsed by the SC in the 3YP, while the OGP SU will provide timely advice and universal support to any member looking to advance a thematic policy area, it will focus its technical support and capacity on a few focus themes.

In 2022, in line with the approaches outlined in the 3YP **focus themes** discussion, the OGP SU will continue to focus on:

- Anti-corruption (high intensity)
- Open spending and COVID-19 recovery (high intensity)
- Justice (medium intensity)
- Digital governance (medium intensity)
- Public service reform (medium intensity)
- Climate change and the environment (targeted)

The OGP SU will also provide support on the following **cross-cutting themes**, beyond supporting uptake in action plans. The OGP SU will work to promote these through the OGP co-creation processes, the rules and policies governing OGP, and global advocacy moments for:

- Gender and inclusion
- Democracy and participation, including civic space

Universal Services

In 2022, where OGP partners and members continue to lead initiatives and commitments to advance reform on any societal challenge where open government approaches can help, the OGP SU will continue to offer support. This includes through timely partner matchmaking, and brokering of technical and financial support for OGP members as they co-create and implement ambitious commitments. Support on messaging, policy research, examples, and partner resources will be provided on the OGP website so that they are accessible across the OGP community. Updated tools will be provided to access policy data on commitments for all OGP members and partners. And policy recommendations will be highlighted through IRM analysis and reports to inform commitments in subsequent OGP action plans.

Focus Themes

Support to focus themes will utilize several different strategies. This includes strategic



coordination of existing cross-country coalitions (i.e., beneficial ownership, and justice and gender), as well as establishing newer networks, such as the recently-announced Civic Space Learning Network. Regional meetings in Africa and the Middle East, the Americas, and Europe will be key action-forcing moments on several focus themes and relevant sub-themes. SC Co-Chairs Aidan Eyakuze and the government of Italy will work to elevate political leadership and raise awareness about inclusive participation and civic space. Additionally, the OGP SU will continue to forge strong links across relevant global fora with the goal of supporting implementation at the country level. There will be a special focus on leveraging these fora to facilitate targeted learning and implementation support for ambitious commitments.

Research on key areas will identify policy gaps and recommendations. Other research products in the pipeline, such as an updated [Skeptic's Guide to Open Government](#), will help inform open government advocacy across the Partnership.

Communications across focus themes will amplify OGP community and SC voices through targeted media, blogs, and content placement. Stories will be curated and shared through videos and write-ups on [OpenStories](#).

At the country level, the OGP SU will work with various stakeholders (points of contact, implementation agencies, local civil society, etc.) to provide targeted support through various activities. These will include co-creation workshops, partner matchmaking, and peer exchanges designed around specific implementation challenges in a set of countries.

High-intensity Focus Areas in 2022

Given the momentum on these issues on the need for international norm-setting and prioritization of these issues on key global advocacy platforms, and a steady demand from across OGP members to work on these issues, the SU plays a proactive role in coordinating with partners and facilitating closer links between global advocacy and country action.

- **Anti-corruption:** [Data](#) over the past ten years has shown that anti-corruption commitments are among those with the highest return on investment, and are being prioritized by countries in all regions of the Partnership.
 - Facilitate and strengthen networks and coalitions to promote high level political engagement and promote country action at the global, regional and sub-regional levels, depending on demand and needs identified. This includes ongoing programming around the [Beneficial Ownership Leadership Group](#) (including forging links to similar efforts like the Summit for Democracy).
 - Start-up of sub-regional networks of practice including the Learning Alliance on Beneficial Ownership in the Western Balkans (in collaboration with GIZ and OSCE) and a community of practice on open contracting in Asia Pacific (in collaboration with UNDP, Open Contracting Partnership and other partners).
 - Targeted peer learning, co-creation and implementation workshops in and among focus countries, in support of uptake of more ambitious commitments.
 - Launch of research on political integrity. The OGP SU is working with the Global Data Barometer team, the Open Data for Development research consortium, along with partner organizations such as the Global Initiative for Fiscal Transparency, Land Portal, Open Contracting Partnership, Open Data Charter, Open Ownership, and Transparency International, to fill critical gaps in



governance data as part of a new policy toolkit. A report will cover the release and use of data related to political party finance, political interest declarations, lobbying registers, public consultation in rulemaking, and right-to-information regime performance.

- **Open spending and COVID-19 recovery:** The [Open Recovery + Open Response](#) (OR+OR) campaign saw uptake over the past year. A key objective this year is to help seed much of this momentum into OGP action plans. Each region has identified policy areas pertinent to open spending and COVID-19 recovery. Fiscal openness, open spending (including procurement), open data, and participation are among the top areas of interest demonstrated by OGP members and civil society.
 - Promotion of OR+OR policy commitments through high-level convening such as the Europe Recovery and Resilience Facility convening, Europe and Africa and the Middle East regional meetings.
 - Targeted peer learning, co-creation, and implementation workshops on relevant policy areas, especially in the Americas, Asia Pacific, and Africa and Middle East regions.
 - Ongoing focus and prioritization in learning activities as part of OGP Local.
 - As appropriate, invite media to key events and workshops and create at least one headline outcome.

Cross-cutting Policy Areas in 2022

As outlined in the 3YP, two themes that will continue to remain cross-cutting priorities — both through action plans and deepening the co-creation process — are civic space and gender. Even beyond supporting uptake in action plans, the OGP SC and SU will work to promote these through the OGP co-creation processes, the rules and policies governing OGP, and global advocacy moments

- **Gender and inclusion** is a continued priority both as a policy area in action plans as well as an approach through which co-creation processes may be broadened and deepened.
 - Support from the International Development Research Centre remains a crucial pillar for this thematic area, and one of the key objectives this year is plotting the next phase of gender and inclusion in open government, including identifying additional avenues of strategic support and collaboration for this agenda.
 - Explore joint meetings of the gender and justice coalition with the informal open algorithms network to strengthen the gender coalition to work on intersections of gender and other focus policy areas such as justice, digital, democracy and participation.
 - Support partners at Accountability Lab and Restless Development to finalize a youth engagement toolkit. Additionally, specific case studies will be developed to add to the [Gender Co-Creation toolkit](#).
 - Develop an internal strategy input paper on exploratory data collection and consultation to understand where and how open government actors could better integrate gender-disaggregated data into action plans and co-creation processes.
- **Democracy and participation** will draw on the existing innovations within OGP and the wider community to strengthen the narrative between open government and democracy, as well as support actions through OGP action plans and co-creation processes. Open government reforms would include reforms on democratic freedoms (including civic



space and fundamental freedoms), democratic integrity (including electoral reforms, political advertising, misinformation/disinformation), and democratic innovations (including citizen assemblies, social accountability tools).

- Develop a value proposition and cross-cutting narrative for OGP's work on democracy and participation, including to inform the strategic refresh discussions.
- Establish and launch the OGP Civic Space Learning Network as a key space to coordinate high-level political leadership. Dialogue between government and civil society reformers working on specific reforms that strengthen civic space will be promoted.
- Convenings under the banner of the [Open Governance Network for Europe](#) will promote democracy and participation-relevant topics through roundtables on political advertising, digital service act, as well as a civil servant retreat.
- Develop the "Democrat's Playbook" in collaboration with partners. It will include value propositions, narratives, as well as reforms and other open government initiatives that could be undertaken by OGP members and the wider community in support of democracy.

Medium-intensity Focus Areas in 2022

As outlined in the 3YP, for these areas given the momentum already in place, the OGP SU will draw on the work of partners and partner-led strategy.

- **Justice** has become one of the most popular thematic areas for commitments. Of the ten action plans with justice commitments submitted in 2020, the IRM found that 50% were ambitious.
 - Provide support to country reformers to co-create and implement ambitious justice reforms, including those at the intersection of justice and other issues like gender, climate and sustainability, democratic freedoms, and COVID-19 recovery. This will be done through targeted bilateral exchanges and technical support from key partners such as Pathfinders, Namati, World Justice Project, and Mott Foundation.
 - Convene at least one meeting of the OGP justice coalition to continue to sustain high level political support for the justice and open government agenda.
 - Release the third and final part of the [Open Government Partnership Global Report](#), building on previous installments "[Access to Justice](#)" and "[Open Justice](#)." The report will aim to inspire governments to adopt and adapt policies and activities to enforce the rights of access to information, public participation, and accountability, and will include chapters on disability rights, climate law, electoral disputes, tax law, and anti-corruption.
- **Digital transformation and governance:** OGP national and local members continue to demonstrate interest and action on using an open government lens to advance conversations on governance of digital technologies (including algorithmic accountability, online political advertising, data governance, prevention of internet shutdowns) and use of digital technologies to promote open government (including development of national and local digital transformation strategies, civic technology, inclusive digital technologies).
 - Convene OGP's informal [Open Algorithms Network](#) (at least two meetings), bringing in more OGP national and local members that are advancing their artificial intelligence and algorithmic accountability agenda through OGP.
 - Collaboration with UNDP and OGP champions in Africa and the Middle East on



their inclusive digital project and Agile Governance Forum, including to forge links to OGP processes in a few target countries in Africa and the Middle East.

- Develop an internal strategy input paper to sharpen and outline a holistic framing for OGP's work and positioning on the intersections of open government and digital (both on the sides of digital innovation and transformation, along with ongoing digital governance work).
- Ongoing dissemination of research publications produced by the Analytics and Insights team in 2021, such as [Integrity of Political Communication in the Digital Era](#) and [Data Protection in Africa](#).
- **Citizens shaping public services** remains a key hook for open government reforms, especially since the COVID-19 pandemic disrupted and exposed the gaps in access to and delivery of essential public services. In some regions like Africa and the Middle East, it will remain a key priority in the narrative and an anchor for open government reform. This is also one of the key areas for reform advanced by OGP Local members.
 - Data show that democracy and participation (including social accountability), along with open spending and COVID-19 recovery remain the most prominent entry points to OGP commitments in this area. The OGP SU will continue to support members in these areas.
 - Leverage political support from the SC Co-Chairs to amplify open government entry points to advance access to, and the effectiveness of, delivery of public services.
 - Work with partners and partner coalitions like the Water Community of Practice to promote and support uptake of ambitious commitments in national and local members.

Targeted Support in 2022

- **Climate, energy, and environment** is seeing an increase in the number of commitments from both OGP national and local members. Entry points include transparency in budgets and contracts pertinent to public sector strategies on green transition and sustainability, ways to expand participation of relevant communities in climate, energy and environment policy, and plugging anti-corruption policy gaps that may widen as the energy transition debates progress.
 - Examine and support region-specific and country entry points for this agenda, including the Escazú Agreement in the Americas, and the climate and sustainability agenda in Europe and the European Union.
 - Convene roundtables to identify open government entry points at the country level, including a climate and participation workshop, gathered under the [Open Governance Network for Europe](#) banner, and building on the recently launched [OGP climate brief](#).

Countries

In 2022, over 80 OGP members at the national and local levels will be co-creating new action plans, including those delayed from 2021 due to COVID-19 and the first plans of a new cohort of OGP Local members. These members will be the first to co-create using the newly approved OGP Participation & Co-Creation Standards. The main goal for 2022 is to support the inclusive



co-creation of ambitious action plans in alignment with the new standards, leading to a strong pipeline of reform commitments on core and innovative open government issues. Our focus will be to ensure follow-through on promising global commitments, intensive and more political engagement in a set of countries with key reform opportunities, investing in community engagement through regional events and country visits, and further innovating on tailored support, including through thematic events and coalitions.

Across the regions, the SC's leadership will be leveraged to strengthen political and civil society engagement. Following politically, economically, and socially difficult years, an additional focus will be to re-energize and inspire communities. This will work towards deepening and broadening government and civil society engagement in the active OGP member countries. All regions will work to strengthen the OGP value proposition by showcasing bottom-up innovations, stories, and commitments with the help of improved communications and storytelling.

Regional Level

- The most important OGP moment of the year in **Africa and the Middle East** will be hosting a regional meeting, in partnership with civil society Co-Chair Aidan Eyakuze, aimed at inspiring reformers by showcasing early results, building political leadership and sharing progress on commitments. Key partners in the region are the United Nations Economic Commission for Africa, the Mo Ibrahim Foundation, and the African Development Bank, who will be leveraged to advance regional leadership and strengthen OGP processes for improved co-creation and implementation of reforms. Focus themes in the regions are access to justice, beneficial ownership, fiscal openness, and open contracting. More intense support will also be provided to members in the **African Francophonie** through the AFD-funded [PAGOF2](#) program.
- The **Americas** is planning a regional convening at the sidelines of [Abrelatam/ConDatos](#) to bring new political momentum and community energy. The political transitions in countries like Chile, Dominican Republic, and Honduras seem to open opportunities to develop ambitious commitments. Focus themes in the region are anti-corruption, justice, environment, and civic space. The successfully piloted sub-regional gatherings and communities of practice will continue to provide spaces for discussion and inspiration, and be spaces for collaboration with regional partners such as the Inter-American Development Bank, the Organization of American States, the Organization for Economic Co-operation and Development, and the World Bank.
- With major elections upcoming in Australia, Republic of Korea, and the Philippines in **Asia Pacific**, the focus will be on ensuring continued political commitment to OGP with minimal disruptions to ongoing processes. Indonesia's chairing of the G20 will be leveraged both to position OGP in the region as an implementation platform for themes such as anti-corruption, and to secure continued domestic progress in the country through Indonesia's forthcoming OGP action plan. Overall, the approach in the region will be to strengthen the foundations of the OGP ecosystem in all active countries, deepening the dialogue and broadening the base of stakeholders actively engaged in the process by providing advanced co-creation support, piloting approaches to implementation support, and strengthening political and bureaucratic buy-in for ambitious reforms. We will also leverage other non-OGP hosted regional and global events as moments for regional coordination. A Community of Practice on open contracting will be launched in partnership with organizations such as the Open Contracting Partnership, the UNDP



Bangkok Regional Hub, and others. Themes such as civic space, justice and others related to open response and recovery will be advanced through tailored support to each active member. Through the strategy refresh process, OGP will also engage civil society and reformers in countries with stalled OGP processes (e.g. Kyrgyz Republic, Sri Lanka) to assess how best the OGP platform can continue to support reformers in these contexts.

- **Europe** will leverage the leadership of Italy and Estonia as co-chairs of OGP for a regional meeting in 2022 to further develop political and civil society leadership, and energize the community across the region. Existing strong sub-regional networks will meet to foster cooperation and knowledge exchange for the Western Balkans and the Nordic+ regions. Focus themes in the region are beneficial ownership transparency, lobbying, open spending, and digital governance. Continuation of the fruitful collaborations with European institutions and networks aims to strengthen action plan processes through opportunities such as [Open Governance Network for Europe](#), EU Presidencies, and EU policy processes. Finally, the Europe team will work with civil society leaders to explore a fund to alleviate funding challenges for civil society.
- OGP is keen to continue to provide focused support to a set of members from **Eastern Europe and the Caucasus** (Armenia, Georgia, Moldova, Ukraine), through support and funding of the [EU4Integrity](#) program of the European Commission. However, in light of the recent political developments in the region, foremost in Ukraine, OGP will reassess the objectives, priority themes, and the focus of activities in the region, in consultation with country stakeholders, partners, and the European Commission. Emphasis will be on innovations that fit the context and building communities of practice around key reform areas. Additionally, in 2022 the SC will discuss the status of Azerbaijan, currently suspended from the Partnership.

Within each region, OGP will provide intensive support to a subset of **focus countries**, based on an assessment of needs and opportunities to empower country reformers to better use the OGP platform to advance domestic priorities and contribute to global trends. OGP will continue to refine its approach to focus countries in 2022, which currently involves providing deeper strategic advice and support to government and civil society, engaging SC members and donors to support country strategies, in-depth analysis and insights from the IRM, advanced co-creation and implementation support including mini grants, technical assistance through partners, and tailored communications support. Focus countries under consideration for 2022 include **Chile** (new), **Côte D'Ivoire** (new), **Ghana** (new), **Indonesia**, **Italy**, **Estonia** (new), **Dominican Republic** (new), **Nigeria**, **North Macedonia**, **Senegal**, **South Korea**, and the **United States**.

[OGP Local](#) will continue to be a major focus, and will aim to:

- Expand the program by 50 new members who are prepared to and deliver action plans by end of the year.
- Consolidate and enhance the support services accessible to local members through a user-friendly online platform (Compass: which provides thematic, communications and other useful content to local members), and self-sustaining communities of practice.
- Support more strategic national-local collaboration through the sharing of examples and provision of guidance.
- Increase visibility and support for OGP Local as the go-to platform to advance open government through the consolidation of strategic partnerships and showcasing of success stories of local members.



Universal and Advanced Support

OGP will enhance its universal support offer, which includes providing basic OGP guidance and support to governments and civil society organizations in all member countries to successfully use the OGP platform, produce timely IRM assessments and advice, help ensure the continuity of the OGP agenda in at-risk countries or countries undergoing political transition, and facilitate peer exchanges. With so many countries co-creating, and a number of countries under review for not meeting minimum standards, enhanced support will need to go to a broader set of countries.

In 2022, OGP will experiment with different approaches to implementation support in select instances across (sub)regions by combining strategic advice, brokering technical assistance, fostering targeted peer exchanges, and using mini grants on a pilot basis. OGP will also integrate further guidance on implementation into its tools and handbooks for all members. Additionally, OGP will continue to more intensively support the implementation of a small number of potentially high-impact and thematically relevant focus commitments to help them across the finish line. This support is aimed at ensuring reformers have the necessary political backing and financial and technical support to implement the commitments. These commitments have the potential to inspire others, so in addition to support, OGP aims to give recognition to the stakeholders and champions that delivered commitments by profiling the work in regional and global events. In 2022, the commitments supported include beneficial ownership transparency in Nigeria, Ghana, and Armenia, citizen feedback mechanisms in Burkina Faso, as well as open contracting in the Philippines.

Key Approaches to Universal and Advanced Services

- The newly-approved [OGP participation and co-creation standards](#) are designed to ensure that the rules incentivize great ambition, inclusion and relevance of action plans, are light touch and flexible, and that reformers are equipped with better guidance to be able to use OGP to respond to the biggest societal challenges. In 2022, all members will be introduced to the standards through webinars, co-creation workshops and country visits, and new accompanying tools and guidance will be developed. Special attention will be given and enhanced support will be offered to the countries that have failed to meet minimum standards and/or have been placed under Procedural Review.
- Producing timely new IRM products and delivering a dissemination strategy to inform the co-creation of 80+ Action Plans. This includes Action Plan Reviews for 2021-2023 action plans, co-creation support and guidance, and adapted Results Reports for action plans that finalized implementation in 2021 and 2022. The IRM will also host a third edition of its flagship dissemination event, “IRM Week,” which will aim to create a space for dialogue and reflection about the IRM’s findings from assessments in 2022.
- Explicitly invest in community engagement and communication opportunities to inspire, energize and grow the global open gov community through:
 - OGP regional events and community meetings at partner events and global fora (e.g., Abrelatam/ConDatos);
 - Resuming country visits post-COVID-19 by staff, senior leadership and SC members, incorporating media opportunities and briefings;
 - [Open Gov Week](#), focused on in-country and local (in-person) events;
 - Promoting [OpenStories](#) as an opportunity for the community to share stories, inspire and be inspired; and
 - Opportunities to help shape the future of OGP by participating in the 2022 OGP



Stakeholder Survey and contributing to the OGP strategy refresh.

- Better engage resources including the SC, OGP's [Action Network](#) (composed of OGP Envoys and Ambassadors), and partners to enable them to directly support members and lead on outreach to countries at-risk or undergoing political transition.
- Where clear opportunities exist, working with partners to promote an open state approach by deepening engagement of the legislature, judiciary and local governments in national OGP processes. The newly SC-approved [Memorandum on Parliamentary Engagement](#) will create new energy and opportunities to deepen our work with parliaments to advance open government reforms inside and outside parliaments.
- In a subset of countries, OGP will directly and with partner support pilot innovative participatory and deliberative processes in 5-8 countries, both around the OGP co-creation process as well as on high quality commitments and/or reforms.
- To support the definition of ambitious commitments and its delivery, OGP will invest in both group-based thematic coalitions and peer learning opportunities, and tailoring thematic peer exchanges and brokering technical assistance based on specific country challenges and needs.
- Use the Head of State/government momentum of the 2021 OGP Global Summit as one of the ways to advance political support for the OGP work in countries where the leader spoke at the Summit.
- Across the regions, OGP will continue exploring strategic expansion of its member base in countries where reformers are in power and seeking to advance an open government agenda.

Global Advocacy

Our goal in 2022 is to build on the momentum provided by OGP's 10th anniversary, the OR+OR campaign, and participation at global gatherings (including OGP's own successful global summit) by strengthening political support for open government. To accomplish this task, we will work to promote the relevance of open government approaches to major global challenges, such as the decline of democracy, as well as thematic priorities. A key element to this work will be elevating a wide range of reform voices through stories, multimedia content, and participation in global fora and events. Work will be connected through a cohesive narrative and accompanying messaging that showcase how OGP is the connective tissue between global fora and national/local reform implementation.

Global Advocacy and Positioning in 2022

- In 2022, OGP will continue to leverage global fora and international moments to advance Partnership priorities and position OGP as a delivery mechanism for commitments. Key opportunities in 2022 could include: the G20 hosted by Indonesia, the G7 hosted by Germany, the UN General Assembly, and the second U.S. Summit for Democracy (date TBC). The OGP regional convenings will also serve as action-forcing opportunities to strengthen political support for the open government agenda.
- In working towards the second Summit for Democracy (S4D), OGP will advocate for an expanded focus to include deliberative and participatory democracy reforms; develop value propositions outlining the value of open government to protecting and strengthening democracy; co-create a "Democrat's Playbook" bringing together areas of reform; use OGP regional events and other global fora to link to S4D priorities, advance



specific themes and reforms through our thematic networks (e.g. the Beneficial Ownership Leaders Group and Civic Space Learning Network); analyze S4D for their open government relevance and provide fact sheets for OGP countries; link S4D commitments to OGP action plans; and encourage a subset of invited/eligible non-OGP countries to consider membership.

- Leverage political support and thought leadership from OGP [Action Network](#) members (including OGP Ambassadors and Envoys) to advance advocacy objectives through global, country and local-level speaking opportunities, political engagement, media engagement, and social content.
- Coordinate small group of representatives from Ministries of Foreign Affairs from SC and non-SC countries to support coordination of OGP efforts across global fora.
- Host the annual [Open Gov Week](#), which will closely align with [OpenStories](#) (stories, podcast, case studies) and be used to inspire ambition and provide clear technical direction during the co-creation process.
- Develop a narrative and action plan for how OGP can support the localization of aid agenda, including by demonstrating the value of co-creation and why support to grassroots civil society coalitions working on open government is so critical.
- Begin preparation for a 2023 OGP Global Summit.

Leadership and Governance

- Leverage the SC's strategic guidance and political leadership role to advance OGP's 2022 objectives, including securing high-level participation in OGP events and other global fora, amplifying SC efforts to advance reforms on key thematic areas at country and local level, and creating spaces for targeted SC engagement in shaping and implementing the new strategy.
- With the support of the SC, identify and build a pipeline of future open government champions from civil society and government to ensure sustained and diverse political leadership for OGP.
- Coordinate OGP's overall governance activities and provide targeted support to co-chairs and SC to fulfill their leadership role. This includes coordinating SC activities to ensure timely decision making, coordinating diplomatic engagement and activating OGP response mechanisms to uphold OGP values and procedures.
- The Open Government Leadership Collaborative was launched in 2021 to enhance the individual and collective leadership capacity of a refreshed and ever-growing coalition of open government leaders spearheading transformative reform, and build a growing cadre of committed, energized champions to advance the open government movement. In 2022, the Collaborative will add several additional cohorts, expanding incrementally to collect feedback and lessons from sequential offerings, with a focus on leaders from Africa and the Middle East, local leaders and a group of global leaders.

Universal Platform

All OGP members can benefit from the wealth of knowledge, learning and data that OGP has amassed over its first 10 years. In 2022, we will continue our goal of making OGP a much stronger hub for members to use for learning purposes, to showcase lessons from the first 10 years and to share the findings of OGP's first country level independent evaluation, as well as work to re-energize, inspire, engage and grow the community through a variety of different activities and programs.



Communicate OGP's Impact

- **Updated *Skeptic's Guide*:** The [Skeptic's Guide to Open Government](#) gathers and presents evidence on what works and when on open government in an easy-to-understand-and-reuse format. It is built to empower open government advocates with the knowledge they need to understand why OGP matters. The report has proven to be one of OGP's most well-used reports, but the evidence base has grown since the first edition over five years ago. This year's *Skeptic's Guide* will feature state-of-evidence reports on open contracting, access to justice, open budgets, grievance redress mechanisms, social audits, and open budgets.
- **OGP evaluation:** The multi-donor funded evaluation of OGP came to an end in November 2021. The evaluation focused on how OGP is contributing to design and implementation of reforms in three policy areas: beneficial ownership transparency, open contracting & citizen engagement in 7 OGP members: Nigeria, Kenya, Ukraine, Colombia, Philippines, South Cotabato and Elgeyo-Marakwet County. The [findings of the evaluation](#) will be presented in a series of Issue Papers, and support the OGP strategic refresh in 2022.

Research and Knowledge

- **New data dashboard:** OGP stakeholders regularly ask for high-level data analysis and examples from OGP. The new OGP data dashboard will allow interested people to track the progress of particular policy areas and individual countries.
- **Illiberal influences guidance:** In collaboration with the National Democratic Institute, the OGP SU will host a series of expert meetings on open government legislation to counter disinformation, malign finance, and coercive hidden debt.
- **Continued organizational analysis:** Following the successful publication of OGP's [Vital Signs](#) and [OGP at Ten](#) reports, the OGP SU will continue to look into critical unanswered questions about OGP including, "How does OGP's completion rate stack up compared to other multilateral initiatives?" and "How does who participates in OGP processes matter?"

Operations and Fundraising

With the multiple and sustained global crises of 2020 and 2021, it continues to be vital for OGP to invest in the foundation of the organization through its staff processes and institutional structures to strengthen resilience and stay agile in the face of uncertainty and change. In 2022, the OGP SU will continue work to strengthen its internal systems

- Ensure staff are prepared to work and travel with enhanced measures addressing pandemic concerns.
- Incorporate an internal leadership development initiative into our professional development program.
- Expand strategic links and renewals with current donors in order to maintain levels of core support from long-term donors, while seeking strategic partnerships for targeted funding to help build out promising new programs and scale up regionally-focused efforts.

