

# Board of Directors Meeting Agenda

March 30, 2022 | 08:00 am - 10:00 am (US Eastern time) | Virtual

## **Members Present**

Maria Baron, Board Chair  
Laura Gorrie, Secretary/Treasurer  
Aidan Eyakuze, Member  
Robin Hodess, Member  
Steph Muchai, Member  
Sanjay Pradhan, CEO (*ex officio*)

## **Staff Present**

Joe Powell, Deputy CEO  
Kate Lasso, CFOO  
Judith McCormack, Director of Finance  
Jon Welsh, Director of Human Resources  
Bianca Nelson, Global Program Officer

### **1. Agenda Overview**

Maria opened the meeting at 8:05 am (Eastern Standard Time) with a brief overview of the agenda..

### **2. Board Decisional Items**

#### **a. Board Meeting Minutes**

Maria referred the Board members to the minutes from the October 2021 Board meeting. The minutes were approved by the Board.

#### **b. 2021 Financials and 2022 OGP Secretariat Budget**

Judith provided an overview of the 2021 OGP Financials and the 2022 proposed OGP budget. The main difference between the initial projected 2021 figures and the actual 2021 figures was an increase in operating reserves at the end of 2021. This increase was, in part, due to additional sources of revenue from: i) tie-off grants from existing funders; ii) COVID-19 related support; iii) bilateral funders topping up contributions at the end of their financial year. The increase in operating reserves also resulted from reduced expenses incurred in 2021 - primarily through reduced professional fees and reduced costs of virtual events that had been budgeted as in-person events.

Judith presented the 2022 budget. The main points were:

**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. The two sources of 2022 unconfirmed income come from: i) renewal or extension funding from core supporters, including Luminare (\$600K) and UK FCDO (\$600K); and ii) higher than expected volume of government contributions. FY22 income will be supplemented by reserves rolled over from 2021.

**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:

- i. **Staff costs:** Increased, due to six positions that were added to meet increased demands in key program areas. In 2022, OGP anticipates being fully staffed at 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. Staff costs (at \$9 million) constitute 64% of OGP's budget. There is a proposal to undertake a comprehensive functional and staffing review of OGP to determine the appropriate total size and composition of OGP staffing for future years.
- ii. **Professional Services:** In-person regional meetings, implementation of new restricted grant activities and internal and external leadership development for OGP reformers has increased.
- iii. **Professional Services-Contingency:** OGP has prudently kept an unallocated contingency of \$500K and will engage in a formal budget mid-year review process, by which time there will be greater clarity over FY22 income and expenses.
- iv. **Facilities, Administration, Depreciation and Other Expenses:** Neutral, as OGP's US based staff OGP continues work primarily virtually.
- v. **Travel & Meetings:** This has increased as there are plans for, 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.

OGP's policy requires 3 months of reserves; OGP's (unaudited) reserves balance at December 2021 is \$9.98 million. This high level of reserves underscores how well OGP has managed its finances during the uncertainty of the pandemic. For 2022 and 2023 the projections continue to provide a safety net for OGP through the uncertainty of future periods. It is prudent to remain steady in our planning, knowing that income uncertainty remains high and that OGP is undergoing a strategic refresh in 2022 that will likely impact our budget.

After a discussion about the 2021 financial report and 2022 proposed budget Maria asked for a motion to approve the 2022 budget. The 2022 budget was approved by the Board.

**a. Changing OGP's fiscal year**

OGP staff are proposing a change to a April - March fiscal year that would bring OGP's fiscal year calendar into alignment with the implementation schedule of OGP's programmatic work.

After a brief discussion Maria asked for a motion to approve the proposed change from a January-December to April-March fiscal year which was approved by the Board

**2. Board Discussions Items**

**a. Update on Afghanistan and Ukraine**

Maria invited Joe Powell to provide an update on OGP's current evacuation efforts of Afghan refugees and current status of work in Ukraine.

- **Afghanistan:** As previously reported to the Board, on August 30, 2021, 152 individuals from the open government community in Afghanistan arrived in an OGP-chartered plane in Skopje, North Macedonia. With family reunions from third countries and Afghanistan, and a newborn baby, the group now comprises 159 individuals. As of March 10, 2022, 140 individuals have been referred for resettlement in Canada, of whom 129 individuals have already arrived in Canada, while an additional 19 individuals are waiting for their departure for Canada or the US. In addition, 15 individuals have already sought resettlement in other countries.
- **Ukraine:** OGP has made several public statements condemning Russia's attack on Ukraine (see statements from [OGP co-chairs](#), [OGP Ambassador Helen Clark](#), and [Sanjay](#)). Currently, OGP has one staff member based in Ukraine, who has decided to remain in the country to support relief and evacuation efforts. OGP is currently working supporting this staff member as much as possible in these efforts. A second OGP staff member based in Brussels has strong family ties to Ukraine. OGP has provided two organizational humanitarian grant of 4,000 Euros each to support the voluntary efforts around the refugee crisis of both staff members with direct links to Ukraine. The terms and conditions of these grants were created under the guidance of OGP's lawyers, to ensure that they fit within the guidelines for charitable and humanitarian work. In addition, 24/7 psychological counseling services have been made available to all OGP employees.

**b. Update on Risk Register**

Maria then invited Kate Lasso to provide an overview of the updated organizational risk register.

The Risk Register was updated following OGP's annual work planning process. Given recent incidents of political instability in OGP countries, a new risk has been added. The Risk Register's categories are now: i) Geopolitical Support, ii) **Political Instability in OGP Countries (new)**, iii) Delivery of OGP Services, iv) Reputational Management, v) Resource Development, vi) People Management, vii) Finance/Contracts and viii) Technology Risks.

After updating, OGP's 19-member Management Team reviewed each risk category and voted on both the Impact and Likelihood of each risk occurring, which was averaged into a Net Risk score. A summary of the results is provided below:

- **Significant Risk:** The new risk - Political Instability in OGP Countries - has emerged as the area with the highest risk. Currently, OGP has included actions to mitigate this risk in the 2022 workplan.
- **Medium Risk:** Net Risk Scores for Geopolitical Support and Delivery of OGP services increased slightly from their respective 2021 scores. However, a major risk in 2021 - Resource Development, while remaining in the medium risk category, has fallen by 1.72 points.
- **Low Risk:** The rating for risks related to Reputational Management, People Management, Finance/Contracts and Technology. Previously these risks were included in the medium risk category but now fall in the low risk category.

### **c. Overview of OGP Secretariat Performance Evaluation Process**

Maria invited Jon to provide an overview of the 2021 OGP Secretariat performance evaluation process.

- The performance evaluation timeline (see below) has been structured to better align with OGP's work planning schedule, and aligns well with the proposed change to an April - March fiscal year. This timeline also provides increased time to allow for employees and managers to complete both personal and peer reviews.
- A first for OGPS performance evaluation processes, the performance evaluation process will be completely streamlined through Paylocity - OGP's primary HRIS platform.
- A significant area of change is a revised review rating system which is intended to shift the scope focus of these evaluations away from financial compensation and more towards the meeting of the professional goals established in 2021.

### **3. Meeting Adjournment**

Maria asked for a motion to close the meeting which was motioned by Aidan and seconded by Robin. The meeting was adjourned at 10:07 am EST.