



Building the Partnership's Next Chapter **Together**

2022 ANNUAL REPORT

Open
Government
Partnership



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Introduction: Reflecting and Building for the Future

Open government reformers during breakout sessions at OGP's regional event for Latin America and the Caribbean also called America Abierta. Photo by OGP.

For the first time since the COVID-19 pandemic, 2022 was an opportunity for the Open Government Partnership (OGP) community to come together across several regions to reflect and build a future for our Partnership. Reformers from the community convened at three regional events across the world to exchange ideas, build on thematic policy successes, and energize open government work. At the same time, OGP conducted the most ambitious and consultative strategy development process in its history, resulting in a bold new vision for the Partnership in the next five years.

2022 was a challenging year in many ways, as countries continued to emerge from the effects of the COVID-19 pandemic and with the impacts of Russia's expanded invasion of Ukraine. Yet, despite a decline

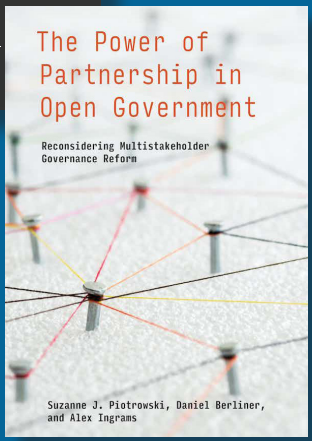
in democracy and in citizens' trust in government in the broader environment, we are also seeing glimmers of hope. Democracy has shown its resilience in the face of authoritarianism and populism, as evidenced from the last few years, when democracies—and more transparent governments in particular—did better in addressing the COVID-19 pandemic. Open government reformers continued to lead the charge in 2022. National and local OGP members made 392 new commitments across 50 different national and local action plans. The OGP Support Unit thanks the OGP community for continuing to build the open government movement and coming together at this key juncture in our Partnership's history. We look forward to building OGP's next chapter together.

Evidence from the Past Decade on the Impact of OGP

The learning from the past decade of OGP has been pivotal in determining where the Partnership should focus and expand next as part of the 2023-2028 strategy. Research including an independent developmental evaluation, the OGP Vital Signs report, the OGP at Ten: Toward Democratic Renewal report, and a new book by independent academics published in 2022 — ‘The Power of Partnership in Open Government: Reconsidering Multistakeholder Governance Reform’ have shown that the OGP model works, even if in intangible ways that are not as easily tracked by the existing model.

- **The Vital Signs report** reaffirmed that 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. Action plans have fewer commitments but now cover more policy areas than ever before.
- **OGP’s developmental evaluation** highlighted specific strategies and elements of how OGP works in seven member countries and locals, including how it drives ambition and implementation for open government reform. The evaluation noted the importance of political advocacy, peer-to-peer exchange, trust-building and relationships with actors, and technical and financial support in driving results.
- ‘**The Power of Partnerships in Open Government**’ concluded that focusing only on commitments could show relatively limited influence of a voluntary multi-stakeholder initiative such as OGP, but what has been a crucial impact of OGP has been the more intangible impacts of spreading new norms, empowering reformers inside & outside government, and forging new linkages and coalitions.
- A portfolio evaluation conducted by the Transparency and Accountability Initiative (TAI) in 2021 looked at the role of funders in advancing beneficial ownership transparency in several countries. The evaluation noted OGP’s role in particular in Nigeria in enabling a broad based civil society coalition to come together to amplify the agendas that Nigerian civil society partners such as CISLAC (Transparency International’s Nigeria Chapter) and other civil society actors had established for themselves in agenda setting, awareness raising, research and advocacy around beneficial ownership. This led to the creation of a beneficial ownership registry that will help stop the illicit flow of more than US\$15.7B through Nigeria, being called the “most significant law in decades” by civil society activists.

With the goal of being a learning-focused organization, these pieces of evidence have been crucial in informing the strategies and tactics that will be part of OGP’s new strategy.





Advancing Open Government Domestically and Regionally

More than 600 representatives from the government and civil society from all over Africa convened at the 2022 OGP Africa and the Middle East Regional Meeting on November 1-3, 2022 in Marrakech, Morocco. Photo by OGP.

50
NEW ACTION PLANS
22 NATIONAL / 28 LOCAL

392
NEW COMMITMENTS

In the past year, countries demonstrated strong OGP processes, showing an upward trajectory in the quality of dialogue in co-creation processes. The latest round of action plans saw the highest rate yet of government responses to civil society about how their inputs were or were not considered during co-creation. For the first time, more than two-thirds of OGP governments provided this response to civil society. In addition, OGP countries continue to establish spaces for dialogue during co-creation. Most OGP countries (about six in seven) have now established a space for government and civil society to discuss the OGP action plan process. These two metrics are important indicators of the growing strength of the OGP process in bringing together civil society and government stakeholders for

reforms. Engaging civil society organizations (CSOs) throughout the OGP process is a [strong predictor](#) of ambitious commitments, better implementation, and early results.

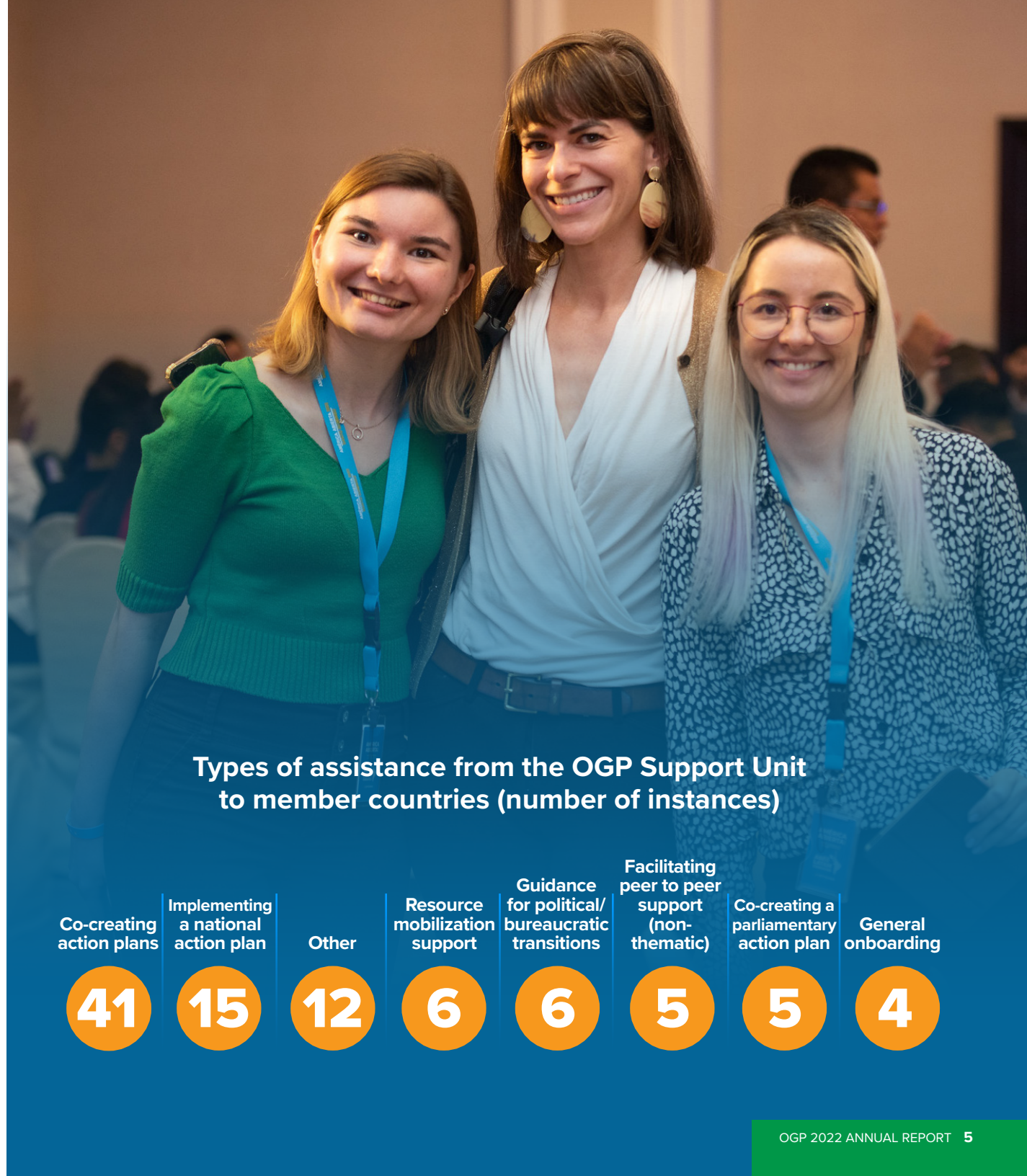
The past year presented significant challenges to some of the OGP’s member countries as well. The Partnership has stood in solidarity with Ukrainian open government reformers as they [persisted](#) despite Russia’s expanded invasion in 2022. As part of OGP’s EU program of support to Eastern Partnership countries, OGP supported Ukrainian stakeholders as they resumed their open governance work, including starting the co-creation process with planning for inclusive and accountable reconstruction efforts.

How the OGP Support Unit Assisted Member Countries in 2022

While OGP members set the agenda on their open government reforms, the OGP Support Unit provides support in a broad range of ways including strategic and political guidance, facilitating peer to peer learning, and connecting countries to technical experts on action plan design and implementation. In 2022, the OGP Support Unit provided 85 instances of technical and learning support to 38 members, almost half of all national members. The OGP Support Unit also mobilized financial resources at the country level in 10 instances to design and implement reforms. The primary types of support provided based on member countries' needs were (in order of frequency):

- Support for action planning and co-creation
- Support in implementing reforms
- Resource mobilization support (i.e. providing financial support or connecting reformers with donors)
- Guidance for OGP processes during political or bureaucratic transitions

Reformers in government, civil society champions and international partners were able to meet in person for the first time since the COVID-19 pandemic started at OGP events to discuss ways to advance reforms, mobilize resources, and drive ambition forward. Photo by OGP.



Types of assistance from the OGP Support Unit to member countries (number of instances)



Bringing Together the OGP Community

OGP held three regional meetings in 2022, bringing together reformers in the Americas, in Europe, and in Africa and the Middle East to share progress, lessons, and challenges to build deeper regional collaboration. These meetings were an important opportunity to re-energize the community as the first in-person large regional gatherings following the COVID-19 pandemic and helped to engage high-level political leadership, advance thematic policy priorities, and raise collective ambition across the Partnership. They included high level dialogues, practical peer learning and networking opportunities, and more. The regional meetings provided an important opportunity to convene donors and partners to better mobilize and coordinate resources and priorities. The meetings also came at a moment when OGP was co-creating its new five-year strategy, for which participants shared their thoughts, helping to co-create the new vision for the Partnership.



AMÉRICA ABIERTA

September 26-29, 2022 in Santo Domingo, Dominican Republic

Hosted by OGP, Iniciativa Latinoamericana por los Datos Abiertos (ILDA), the Organization of American States (OAS), and the Government of the Dominican Republic in partnership with Camara TIC.

Key Themes:

- Sustainability
- Democratic Governance
- Data & Digital Innovation
- Anti-Corruption

OGP EUROPE REGIONAL MEETING

October 11-12, 2022 in Rome, Italy

Hosted by OGP and the Governments of Italy and Estonia.

Key Themes:

- Anti-Corruption
- Digital innovation
- Democratic Participation



OGP AFRICA AND MIDDLE EAST REGIONAL MEETING

November 1-3, 2022 in Marrakech, Morocco

Hosted by OGP and the Kingdom of Morocco.

Key Themes:

- Public Service Delivery
- Anti-Corruption
- Civic Participation
- Access to Justice
- Digital Transformation



Open government champions discuss the future of democratic participation in Europe at the OGP Europe Regional Meeting. Photo by OGP.

A few key takeaways from across the many discussions that took place at the OGP regional meetings included:

PARTICIPATION AND INCLUSION ARE CENTRAL TO STRENGTHENING OUR DEMOCRACIES.

Open government reforms and democratic tools need to be usable for everyone. Open government creates participatory mechanisms for underrepresented groups (such as women and youth) as well as a legal environment that guarantees civil and political rights. As a movement, reformers must reach out, listen to and connect to communities to rebuild trust. OGP can help by showing the positive way forward, including what better democracy can look like in practice by emphasizing citizen participation in the decision-making processes that impact people's lives and by fostering dialogue at all levels.

A LEADER- AND COMMUNITY-DRIVEN MODEL IS OUR BEST BET FOR CREATING LASTING CHANGE.

Investing in high-level government champions is just the first step. Real change comes from investing in a partnership-driven model: in people, organizations, coalitions, and communities. The community shared ways they have been building this partnership model, including taking cross-branch and cross-level "open state" approaches, promoting bonding, networking, empathy and trust between government and non-government stakeholders, and mainstreaming or institutionalizing citizen participation across government.

PRIORITIZING NATIONAL-LOCAL COLLABORATION AND EMPOWERING LOCAL REFORMS HAS IMPORTANT BENEFITS.

Local-level work is crucial for open government because it is so closely linked to citizens' everyday lives and may be a more accessible way for a wider group of stakeholders to participate in government, while shoring up support for democracy at the local level. Collaboration between local and national open government efforts can facilitate knowledge and resource sharing, reduce effort duplication, and help scale promising practices and widespread and impactful innovation across government.

OGP REFORMS SHOULD ALIGN MORE WITH WINDOWS OF OPPORTUNITY AND DOMESTIC PROCESSES.

By aligning open government reforms with current domestic context, priorities, and conversations, we can take advantage of platforms and work that already exist more effectively. The community also discussed how to better align open government reforms with domestic windows of opportunity, such as elections and other political or bureaucratic shifts.

LACK OF FUNDING FOR CIVIL SOCIETY IS A CORE CHALLENGE ACROSS ALL REGIONS.

The lack of sustainable funding options for civil society organizations across regions not only threatens the functioning of OGP processes but democracies more broadly. For civil society to work effectively as partners, it needs funding and a strong, active network of reformers to engage with.



Progress in Key Thematic Policy Areas

At the OGP Africa and the Middle East Regional Meeting, reformers discussed ways to improve the delivery of public services, ways to combat corruption, and mechanisms to enhance access to justice. Photo by OGP.

Snapshot of Top-Performing Thematic Policy Areas

Most Ambitious Commitments

An ambitious commitment is one that, if fully implemented, will achieve demonstrable improvements in transparency, citizen participation, and/or public accountability.

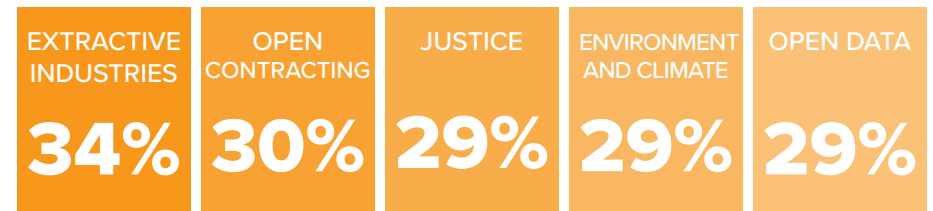
The top-five most [ambitious](#) policy areas to date are:



Strongest Early Results

Early results refer to concrete changes in government practice related to transparency, citizen participation, and/or public accountability as a result of a commitment's implementation.

The top-five policy areas with the strongest [early results](#) rates to date are:



Highlights Across Select Thematic Policy Areas in 2022



One of the main topics discussed at America Abierta was expanding civic space and ensuring basic civil liberties are protected in the Americas. Photo by OGP.

PROTECTING CIVIC SPACE AND DEMOCRATIC FREEDOMS

In prior years, despite repeated discussions of civic space issues, few OGP countries had made commitments on civic space-related issues. But in the last year, an unprecedented number in both absolute and relative terms made commitments to protect and promote freedom of expression, freedom of assembly, and freedom of association. 10 national members and 1 local member made a total of 12 commitments involving civic space in 2022. Nearly half (45%) of national members with a 2022 action plan made a commitment related to civic space, a notable increase from previous years (which averaged at between 5 and 10%).

This progress partly reflects a concerted effort by the Partnership to promote action on this subject in recent years, including regional gatherings bringing together OGP countries to discuss civic space challenges, high-level engagement including a [call to action](#) by the OGP Steering Committee co-chairs, and targeted technical guidance from the OGP Support Unit including Independent Reporting Mechanism (IRM) recommendations.

In 2022, OGP took another step in boosting civic space issues as a priority through the official launch of the [Democratic Freedoms Learning Network \(DFLN\)](#), an informal network of government reformers, civil society advocates, and international partners and others committed to reversing the 15-year trend of declining civic space to share learnings on democratic freedoms and civic space.

The DFLN aims to provide an open space for dialogue among reformers who are advancing local, national, and global efforts to protect and enhance democratic freedoms and civic space, including upholding rights of assembly, association, expression, and privacy.

The DFLN held its [first meeting](#) in September 2022 with over 20 OGP members, focused broadly on the enabling environment for civil society – namely the legal environment, administrative measures, and funding modalities. The network will explore different subthemes and work with countries to exchange experiences and support new initiatives that promote civic space in coming months.



CORPORATE AFFAIRS
OPEN GOVERNMENT PARTNERSHIP

Welcomes you

Multistakeholder
Coalition on
Beneficial Ownership
Reforms

27th July, 2022



Nigeria joined the Beneficial Ownership Leadership Group in 2022 and was recognized by OGP for its pioneering work to fight corruption through its new beneficial ownership registry. Photo by OGP.

TACKLING CORRUPTION

OGP's research shows that anti-corruption commitments are among the most ambitious and most likely to generate strong early results. These areas include whistleblowing, extractive industries, audits, and open contracting. In 2022, 20 national members and 14 local members made a total of 98 anti-corruption commitments. There has been a steady growth in commitments on beneficial ownership transparency over the past few years, and notably, half of 2022 NAPs included a beneficial ownership commitment, which is the highest single-year adoption rate in OGP.

Building Global Coalitions against Corruption

OGP continues to be recognized as an implementation and accountability platform for pledges made at global fora, and has supported civil society voices being included in these global conversations. This continued in 2022, as OGP co-led the Financial Transparency and Integrity Cohort as part of the Summit for Democracy (S4D), along with the U.S. government and the Brookings Institution. The OGP Beneficial Ownership Leadership Group (BOLG) has also acted as an important convening opportunity as global momentum on the issue has increased, with the COVID-19 pandemic and the Russian invasion of Ukraine leading to new urgency for action on increasing transparency of ownership and control of money and assets in the international system. A [high-level BOLG gathering in July 2022](#) highlighted why beneficial ownership transparency is essential in the current international context and broadened the group of countries leading the charge on ambitious implementation of reforms.

Taking Stock of Open Data to Prevent Political Corruption

OGP also released a new flagship report titled [Broken Links: Open Data to Advance Accountability and Combat Corruption](#) in 2022, providing the most complete picture yet of the state of open data against political corruption — across nine policy areas in 67 OGP countries. It found that, in general, OGP countries publish data at higher rates than non-OGP countries across eight areas of anti-corruption — asset disclosure, political finance, company beneficial ownership, land ownership and tenure, public procurement, lobbying, right to information performance, and rulemaking. The report also looks at the measures needed to further link to people and other important data, creating a chain of accountability. The public and institutions working together give data its power.

“No single dataset, actor, or sector can alone solve the problem of corruption. But linked together—across borders, levels of government, and parts of society—data becomes a powerful and a fundamental means for change.”

— *Broken Links: Open Data to Advance Accountability and Combat Corruption*



Building on learnings from the Open Gov Youth Collective, the Youth Toolkit is designed to show the value of the intentional inclusion of young people in the co-creation of OGP national and local action plans. Photo by OGP.

PROMOTING INCLUSION OF UNDERREPRESENTED VOICES

More OGP members than ever before are working on inclusive decision-making, disaggregated data, and access to justice for all. More than 80% of current action plans have at least one inclusion-related commitment, compared to 15% a decade ago. In 2022, this reached an all-time high with 18 national members and 16 local members making a total of 81 inclusion-related commitments. Within all 2022 action plans (both national and local), nearly 40 percent of referenced gender in a commitment.

In order for governments to be truly open, they must serve all people – including those who may have specific needs or lack political influence. In 2022, the OGP Support Unit conducted a [retrospective analysis](#) on all inclusion commitments made by national and local members in the last ten years to understand how many commitments have been made that explicitly reference three groups: people with disabilities, youth, and LGBTQIA+ peoples and communities. Key findings include:

- Commitments that address youth and people with disabilities make up a large portion of inclusion commitments, with one-third of inclusion commitments involving youth and one-quarter referencing people with disabilities. While there is strong representation of gender generally across inclusion commitments, a much smaller portion — only five percent — involve the LGBTQIA+ community. This is a key area of potential growth.
- While adopting commitments in these three areas has varied by region, members in the Americas have shown the most consistent efforts to strengthen inclusion.
- Local members tend to focus more on these areas of inclusion than national members.

In 2022, OGP also launched the [OGP Youth Toolkit](#) in collaboration with Accountability Lab. Each year more and more youth groups engage in OGP, and this toolkit shares open government success stories and best practices around the value of engaging young people in open government processes.

Learning Among OGP Members

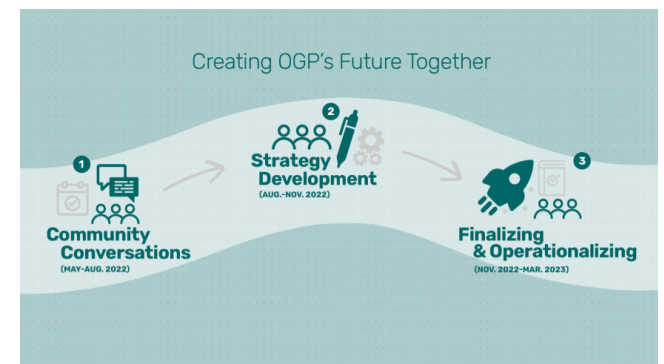
Peer exchanges are an important mechanism for sharing practical know-how on design and implementation of along thematic policy area lines and they help to build learning networks among country reformers. **In 2022, the OGP Support Unit supported 46 peer exchanges across the majority of OGP national members (91%). Within these peer exchanges, about 15% were led by OGP members themselves**, such as Mexico and Peru leading two each. Across all exchanges, the most common policy themes were anti-corruption, democratic processes, digital governance, and inclusion. Thematic partners are important in supporting and organizing peer exchanges to maximize collaboration domestically and globally. Notable learning partners with whom OGP members worked with in 2022 included the Organisation for Economic Co-operation and Development (OECD), Open Governance Network for Europe, Open Ownership, and Open Contracting Partnership.

Co-Creating a **New Strategy** for the Partnership

As part of Abrelatam-Condatos, participants selected the most important topics to discuss during the event including the environment, anti-corruption, and civic space. Photo by OGP.

In May 2022, OGP [called](#) on its community of reformers to step up and actively participate in developing a new strategy of OGP for 2023 -2028. The new strategy will invest our collective energy, experience and talents into the places that matter the most, and into the areas that provide the most support for all those bravely pursuing work in pursuit of OGP’s mission to promote transparent, participatory, inclusive and accountable governance. One of the key aims of the strategy has been to craft a vision and strategic direction that resonates with and has roles for the entire Partnership.

The strategy has been developed through the most comprehensive community engagement process in the Partnership’s history, involving thousands of people from across the world through a variety of channels—online consultation platforms, virtual and in-person meetings, and OGP regional events. The OGP Steering Committee and Support Unit’s objective was to ensure that the process met the OGP Participation and Co-Creation Standards. The consultation process involved three stages focused on identifying a) the relevance, the contribution, and the most impactful role OGP can play; b) specific models, strategies, and priorities for getting to greater impact; and



c) ways to operationalize the Strategy. Based on two phases of consultation, the draft strategy was [released](#) in December 2022 for community feedback.

The result is a renewed vision for OGP as a more political, values-based partnership rooted in specific actions, innovations, and ideas for more open and democratic governments that meet citizens' expectations. OGP's mission as part of the new strategy is to inspire, connect, and enable an ever-growing community of reformers and champions from government and civil society to take action together.

OGP will achieve this by pursuing five mutually reinforcing goals:

- Build a growing, committed, and interconnected community of open government reformers, activists, and champions.
- Make open government central to how all levels and branches of government function and deliver on their priorities.
- Protect and expand civic space.
- Accelerate collective progress on open government reforms.
- Become the home of inspirational open government innovations, evidence, and stories.

The new OGP strategy will be launched in May 2023.

During America Abierta, reformers in Latin America and the Caribbean discussed ways to make OGP more fit-for-purpose in the future to better serve the community of open government champions. Photo by OGP.



OGP's mission as part of the new strategy is to inspire, connect, and enable an ever-growing community of reformers and champions from government and civil society to take action **together.**



Looking Forward

The Government of Estonia is co-hosting the 2023 OGP Global Summit on September 6-7 in Tallinn, Estonia. The Summit will bring together the Heads of State and Government, representatives of civil society and policy makers around the world. Photo by Kevin McMahon.

The Estonian Government will host the [2023 OGP Global Summit](#) on September 6-7, 2023, in Tallinn, Estonia, which will bring together the Heads of State and Government, representatives of civil society and policy makers around the world in the first in-person OGP Global Summit since 2019. Thousands of trailblazers and innovators will meet in Tallinn to discuss how cutting-edge digital governance combined with the open government values of transparency, accountability, and participation can renew democracy and fight back against autocratic threats, particularly in light of Estonia and its neighbors being at the frontlines of authoritarian threats to democracy.

The Summit will focus on key themes of OGP's new strategy: anti-corruption, digital governance, climate and environment, and justice, in addition to a cross-cutting focus on participation and inclusion. Building on Estonia's reputation as a digital society, it will particularly make us think about open government in the digital age, the potential of technology to make governance and policy-making more transparent, participatory and accountable, and the preservation of democracy as we continue to see threats to civic space and the rise of authoritarianism around the world.

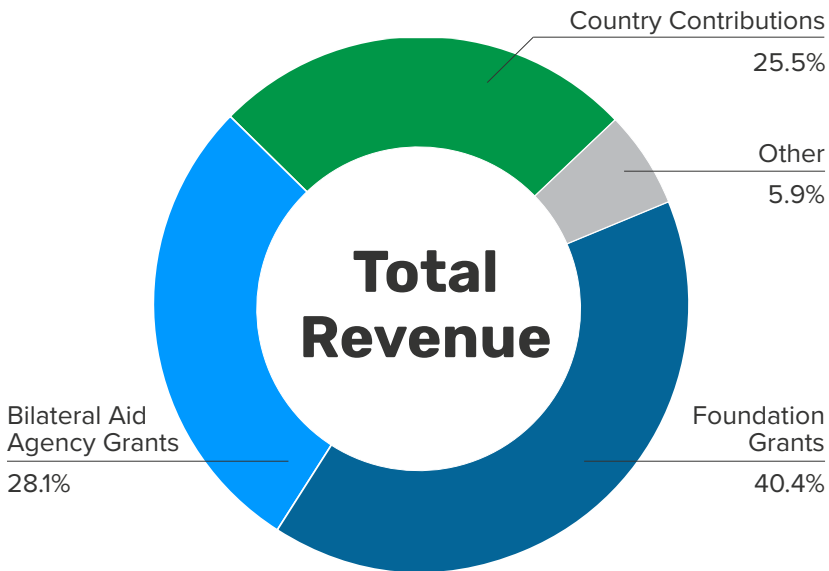
It will also be an important moment for the OGP community to come together to accelerate the implementation of the new strategy. Once the new strategy is launched in May 2023, the first year will be a transition year to move from current programs and ways of working to new ones. The OGP Support Unit looks forward to working with the community to implement the strategy and shift open government into a much broader movement of open government reformers in coming years.

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	\$2,996,819	\$2,875,442
Country Contributions	\$2,520,000	\$2,609,669
Foundation Grants	\$4,243,400	\$4,130,400
Other	\$238,000	\$599,812
TOTAL	\$9,998,219	\$10,215,323



2022 Funders

Bilateral/Multilateral Support

Agence Française de Développement (AFD)
 European Commission - Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR)
 Foreign, Commonwealth and Development Office (FCDO)
 International Development Research Center (IDRC)
 Swedish International Development Cooperation Agency (Sida)
 United States Agency for International Development (USAID)
 World Bank
 Contributions from 32 national member governments

Foundation Grants

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

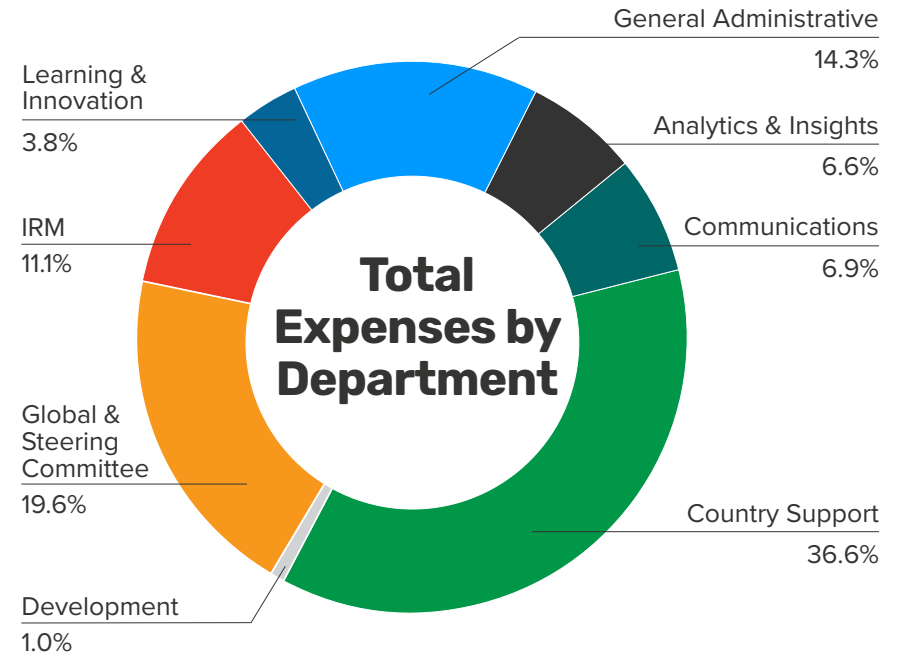
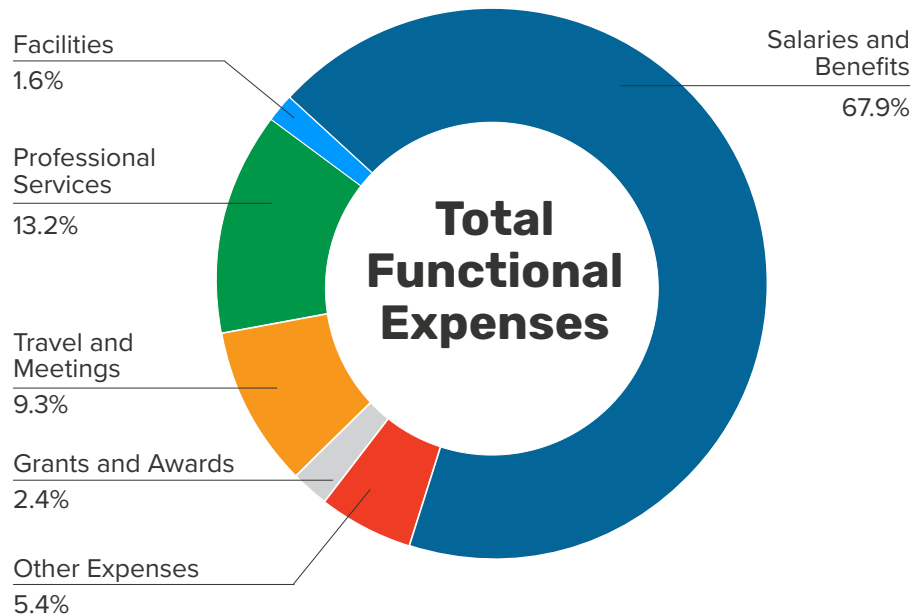
Private Sector

Glencore International
 Gunvor Group

Expenses

Functional Expenses	Budget	Actual OGP Secretariat
Salaries and Benefits	\$8,346,440	\$8,446,867
Professional Services	\$1,865,000	\$1,644,588
Facilities	\$200,600	\$205,080
Travel and Meetings	\$888,384	\$1,155,579
Grants and Awards	\$263,000	\$293,371
Other Expenses	\$688,624	\$667,367
Depreciation	\$31,600	\$31,666
TOTAL	\$12,283,648	\$12,444,518

Expenses by Department	Actual OGP Secretariat
Analytics and Insights	\$815,408
Communications	\$860,198
Country Support	\$4,558,962
Development	\$129,780
Global and Steering Committee	\$2,437,365
IRM	\$1,386,526
Learning and innovation	\$473,317
General Administrative	1,782,962
TOTAL	\$12,444,518



All data in this Financial Transparency section are based on statements as of March 23, 2023.



Engage With Us

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



Open
Government
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