

**The Open  
Government  
Partnership  
Support Unit and IRM  
2023–2024 Work Plan**

MARCH 2023

# OGP Support Unit and IRM 2023–2024 Work Plan

Year One of OGP’s 2023–2028 Strategy

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## 2023–2028 Strategic Goals

Since 2011, the Open Government Partnership (OGP) has focused on advancing its founding values and principles to make governments more transparent, accountable, participatory, and inclusive. In its 2023–2028 strategy, OGP will build on those values and principles, by pursuing five mutually reinforcing goals:

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

## Year One Strategy Implementation Priorities

The 2023–24 OGP Support Unit (OGP SU) and Independent Reporting Mechanism (IRM) work plan will support the transition to the full implementation phase of the 2023–2028 strategy, prioritizing key collective deliverables in the first year that advance multiple goals in an integrated manner and focus on laying the foundation for impact. While the strategy has a partnership-wide scope, the ‘work plan’ refers to the work where the OGP SU and the IRM have a direct role in implementation or in facilitating and encouraging the Partnership to do their part.

During the first year of the strategy (April 2023 – March 2024), the OGP SU and IRM will strive to balance continuity and transition in order to align their work and resources to the strategy. In some instances, this will entail maintaining essential ongoing activities from previous years while creating space to pilot a few demonstration projects — in the form of seven collective deliverables for the 2023–2024 work plan — that can showcase the direction of the strategy. This high-level work plan has been prepared concurrently with the strategy approval process. Immediately following the Steering Committee–Board of Directors’ approval of the strategy and budget in late March, the SU will delve deeper into the seven collective deliverables in April and May to develop detailed activities and timelines. The goal is to leverage the Estonia Summit in early September to accelerate delivery, at which time the SU will also report back to the Steering Committee (SC) with further details. The accompanying FY 2023–2024 Budget includes provisions to account for the staff time investment needed to advance the collective deliverables



and additional resources such as professional services, meetings, and travel to accelerate the implementation of the seven collective deliverables.

The seven collective deliverables for the 2023–2024 work plan to advance the strategic goals are described below.

**Collective deliverable 1. Ensure the 2023 OGP Global Summit galvanizes action for the strategy and re-energizes the community**

The next OGP Global Summit will take place in Estonia on September 6–7, 2023. Co-hosted by the OGP co-chairs, the Government of Estonia and Anabel Cruz (ICD Uruguay), the Summit will bring together Heads of State and Government, civil society leaders, partners, policy-makers, and stakeholders from around the world. This is OGP’s first in-person Global Summit since 2019 and will be a vital cross-cutting platform and opportunity to engage the broader community in advancing the new OGP strategy.

Through the four actions listed below, the OGP SU and IRM will advance the goals of the strategy through the Summit, such as forging a strong political coalition (Strategic Goal 1), crowdsourcing, and showcasing reforms inside and outside the action plan (Strategic Goals 2 & 5), and launching thematic challenges (Strategic Goal 4).

1. Cultivate political leadership and support for open government and the strategy from OGP civil society and governments, including encouraging the SC and others to take on leadership roles to implement parts of the strategy.
2. Recognize open government reformers and reforms through awards and leverage the Summit to collect and communicate stories, evidence, and other inspirational content.
3. Inspire and challenge thematic ambition across the Partnership through agenda design, launching a revamped Open Gov Guide, launching thematic challenges, and more.
4. Position the Summit as a key moment in OGP’s 2023 fundraising drive with announcements from funders.

**Collective deliverable 2. Expanding leadership programs to advance open government reforms**

The OGP SU will convene cohorts of influential reformers that can help advance the strategic directions and enhance their individual and collective leadership and open government skills, building upon the last two years of successful deliveries of the Open Government Leadership Collaborative (OGLC). The OGP SU will also broaden support for open government by developing an open government curriculum and pilot it by rolling it out in partnership with learning institutions.

This collective deliverable advances Strategic Goal 1 by expanding the leadership cohorts and coalitions to advance open government, while simultaneously advancing Goals 2 and 4 through



the choice of cohorts (e.g., windows of opportunity countries or thematic coalitions). This will be achieved through the actions listed below:

1. Deliver two OGLC leadership programs that convene new cohorts of influential reformers in line with the strategic priorities, including incorporating civic space and inclusive participation into the curriculum.
2. Design an open government curriculum and pilot partnerships with 1-2 learning institutions.

### **Collective deliverable 3. Deepen country-level action**

Co-creation, action, and accountability are core design principles of the Open Government Partnership. The actions to advance this collective deliverable in 2023–2024, listed below, bring together strategic approaches from all goals to accelerate new directions in country-level action. This will bridge the continuity between core OGP design principles (co-creation, action plans, and IRM) and the strategy. The work will also entail a deeper engagement with countries that have demonstrated strong open government ecosystems that can pilot the new directions of the strategy, such as investing in leadership cohorts, advancing local open government efforts, and launching thematic challenges and coalitions. These actions include:

1. Identify and invest in a subset of countries with conditions to showcase the directions of the strategy (e.g., thematic challenges, political leadership, mainstreaming, and national/local integration).
2. Develop a flexible action framework, fit for diverse contexts and needs (including open government strategies).
3. Identify and act quickly on select political windows of opportunity for open government reforms through OGP action plans or beyond.
4. Support the delivery of a strong, ambitious, and inspiring wave of new national and local action plans, and align with partnership-wide priorities of the strategy where possible.

### **Collective deliverable 4. Advance ambition, implementation, and leadership on thematic priorities**

The OGP SU and IRM will focus on advancing progress on a “Partnership-wide Challenge” on specific open government topics. This will include activities ranging from support at country and local levels, to providing learning resources to the OGP community, and investing resources to further develop and test approaches in priority thematic areas. This collective deliverable is primarily focused on accelerating Partnership-wide action on open government reforms and at the same time connecting the strategy's goal to protect and expand civic space as a priority at the Summit. The actions taken forward to achieve this include:

1. Conceptualize and launch a new Open Gov Guide to serve as the thematic/content ‘backbone’ of OGP, with the first set of modules launched at the Summit.
2. Launch the Partnership-wide Challenge (across eight to ten policy areas) at the Summit.



3. Develop a framework of what approaches and success look like over the next five years on the four priority themes (anti-corruption, digital, climate, justice), and cross-cutting themes of inclusive participation, and gender and inclusion.
4. Sharpen and test a positive framing/narrative to advance civic space at the Summit as a Partnership-wide priority, specifically focusing on the role of civil society in responding to crises; identify and highlight innovative examples of civil society and government working together; and encourage and challenge leaders to speak up for civic space, including at the OGP Estonia Summit.

### **Collective deliverable 5. Advance and enhance OGP Local**

OGP Local is a fundamental component of mainstreaming open government at all levels of government. Therefore, expanding and enhancing OGP Local will support the advancement of Goal 2. Additionally, through inspiring stories (Goal 5) and expanded political coalitions (Goal 1), it will scale up the potential to realize OGP's mission of enabling an ever-growing community of open government reformers. To achieve this in the first year of strategy implementation, the OGP SU and IRM will focus on the following actions:

1. Launch a new call for OGP Local members at the Summit — designed in line with strategic goals — and support their onboarding. This will include Locals from eligible non-member countries.
2. Expand local open government work through national-local integration (e.g., Morocco model), local associations (e.g., Ukrainian association of local governments), and councils of mayors/governors (e.g., Chile's Mayors Association).
3. Capture and share inspiring stories of local reforms and reformers through several channels such as OpenStories, the Summit, the first biannual IRM Local Report and an upgraded learning platform.
4. Hold an OGP Local Assembly at the Summit and agree on the role of locals in OGP governance.

### **Collective deliverable 6. Increase fundraising efforts for the strategy**

Resourcing for open government reforms and reformers is an essential precondition for the success of the Partnership. This includes both resourcing for the broader field as well as the OGP SU and IRM. The OGP SU and SC will make a concerted effort to raise revenue for OGP, primarily through raising country contributions and by using the OGP Global Summit as an action-forcing moment. The OGP SU will also use the strategy to encourage existing and new funders to commit to OGP. The SU will continue to prioritize and request core support grants where there is an opportunity to do so, but will tailor along the lines of country-, thematic-, and regionally-focused work as needed. The focus in year one of the strategy will be on the following actions:

1. Increase country contributions amount and the number of payers.
2. Renew key current donors, secure new donors and bring back some prior donors.



3. Test collaborative fundraising with 1 - 2 partners at the thematic and country levels.

### **Collective deliverable 7. An OGP Secretariat and governance fit for purpose**

There will be a period of transition towards working in new ways, aligning services, governance structures, and functional capabilities within the OGP SU and IRM to meet the needs of the strategy. The transition to implement the strategic goals will necessitate adaptation, testing, learning, and repurposing approaches. This collective deliverable is cross-cutting and will support creating the staff capacities, systems, organizational structures, and culture to advance all five goals. This will include a new monitoring, evaluation, and learning approach to measure progress on all strategic goals. It also focuses on advancing goal 5 which is in service of — and enabling of — the other goals. To achieve this, the OGP SU and IRM will:

1. Finalize a review and update of OGP's governance model and codify changes in the Articles of Governance.
2. Rethink SU functions and services, including ways of working, to adapt to the needs of the strategy.
3. Develop a MEL framework for the strategy, including an approach to building a learning and adaptive culture.
4. Design a more creative and efficient system for developing OGP content for different audiences, that is better integrated digitally and has strong community input.

### **Continued Activities**

The seven collective deliverables focus on launching new approaches that advance the strategic goals. However, as a transition year, the OGP SU and IRM have also identified essential activities that require continuation from 2022, such as IRM assessments and partner-led joint publications. This also includes activities that are earmarked deliverables in specific grants and services to OGP members, such as continued co-creation support and the ongoing policy work on gender and inclusion. These will be brought into alignment with the new direction of the strategy during the course of 2023.

