

2024–2025 Work Plan

Open Government Partnership
Support Unit and IRM

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OGP Support Unit and IRM

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Introduction

2023–2024 served as a transition year for the OGP Support Unit (SU) and Independent Reporting Mechanism (IRM)'s to move toward the full implementation of the 2023–2028 strategy, laying the foundations for impact for future years and leveraging the OGP Global Summit in 2023 as a major opportunity for showcasing, securing support for, and advancing the strategy.

While OGP's strategy has a Partnership-wide scope, the “work plan” refers to where the OGP SU and the IRM play a direct role in implementing, facilitating, and encouraging the Partnership to do their part. The work plan also outlines key leadership opportunities where the Steering Committee (SC) can complement the work of the SU/IRM. As a direct result of the deliverables in the 2023–2024 work plan, there is now a greater awareness amongst the OGP community of the strategy and their role in contributing to its delivery. Programmatic pivots made in the previous year, the historically high level of action plan submission and interest in OGP Local, the launch of the Open Government Challenge and the renewed *Open Gov Guide*, the energy created by the OGP Global Summit, and the strengthening of organizational effectiveness and fiscal resilience together place the OGP SU and IRM—and OGP at large—in a good position to accelerate implementation of the strategy through the 2024–25 SU/IRM work plan.

As the work plan will demonstrate, the ambition for 2024–2025 remains bold, even as the external context within which it will be implemented remains challenging. More than 30 OGP members will conduct elections in the coming year, a cause for democratic celebration but mired in many contexts, with polarization, digital and other threats to elections, and civic space concerns riding high. Globally, wars and geopolitical conflicts continue to cast their shadow on multilateralism. Therefore, building a stronger political coalition and support for open government values and approaches at local, national, and global levels remains imperative. Meeting the moment will need strategic prioritization from the SU and IRM. The outlook now has to be external, galvanizing political support for the open government agenda and mobilizing all parts of the community to accelerate the collective implementation of the strategy.

2024–2025 Work Plan Approach

Anchored in the five goals of the 2024–2025 strategy: Building the work plan for 2024–2025 has followed a similar approach as the previous year. It is anchored in the pursuit of the five mutually reinforcing goals set in the strategy:

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.



It flows from the foundations set and the progress made in the [previous year](#). It sets out four deliverables and priority programs and activities under each to align the SU and IRM's work and resources in pursuit of the strategic goals.

The accompanying FY 2024–2025 Budget Memo includes provisions to account for staff time investment and other resources needed to advance the work plan deliverables. Starting this year, the SU and IRM will track the progress of their work and Partnership-wide progress on an updated results framework to ensure that the OGP Secretariat manages its limited resources and invests in a concise set of key actions that lead to demonstrable outcomes.

Introducing the Updated Results Framework

The SU and IRM have updated the results framework, which will be applied from 2024 onwards. This updated results framework translates the strategic goals into four main result areas. While each of the strategic goals contribute to multiple result areas, we have highlighted the more significant contributions below.

Results Area 1: Increased ambition and implementation of open government reforms and norms (Goals 2, 3 & 4 of the new strategy)

Results Area 2: Increased expansion, institutionalization, and mainstreaming of the open government agenda among members (Goal 2)

Results Area 3: Stronger ecosystems of reformers and reform coalitions (Goals 1, 4, and 5)

Results Area 4: A resilient and financially sustainable SU/IRM to support OGP's mission

The results framework provides an overarching frame for shaping our work plan activities. The work plan deliverables for 2024–2025 have been identified to contribute to one or more of these results areas. This updated framework will enable measuring progress toward achieving the strategy, both at the Partnership level and at the level of the SU and IRM. In the first quarter of FY 2024–2025, the SU and IRM will generate baselines where available, set targets for the SU and IRM, and establish data collection mechanisms for tracking Partnership-wide progress, as well as progress on priority areas for the SU and IRM. This updated approach will enable public reporting on the progress towards delivering the strategy in future years, help keep track of progress on future SU and IRM programming, and drive programmatic and financial decision-making.

The results framework is accompanied by a refreshed learning agenda. The approach will be designed with measurement methods that can track systemic and individual changes, both tangible and intangible, to help test assumptions made in the theory of change and action underpinning the strategy and to inform course correction, where needed. It will encapsulate learning for both the SU and IRM and the wider OGP community, involving the latter in the process in future years.



2024–25 Deliverables

Deliverable 1: Deepen Country Action

2024–2025 presents a unique opportunity for OGP. It is a crucial year for ensuring the credible implementation of action plans delivered in 2023, which marked the highest number of plans received since 2016, and the highest all-time percentage of plans expected in a year. It will also be important for securing high-level political commitment to OGP, as well as ongoing and new open government reforms in over 30 OGP national members holding elections during the year. To achieve this, strategic goals will be pursued in a mutually reinforcing manner. Efforts to deepen country level action will focus on three areas:

Investing in a subset of priority countries to showcase the strategy in action. This will need elevated political outreach and peer support from SC members and prioritized support from the OGP SU and IRM in select countries, as demonstration projects. Dedicated programs such as the EUforIntegrity (EaP), Partnership for Democracy and Accountability (INTPA-PDA), PAGOF, and funding from other donors such as the Packard Foundation will support work in this area. Specific activities will include:

- **Testing grounds for new strategic directions.** A selection of countries with robust ecosystems will serve as testing grounds, both within and beyond OGP action plans, building on approaches tested in the previous year. Prioritized showcase countries include Armenia, Dominican Republic, Kenya, Spain, Morocco, North Macedonia, Philippines, and Ukraine, where multiple goals of the strategy will be pursued. In other countries, more targeted results will be pursued based on specific opportunities and challenges identified by domestic stakeholders and partners.
 - These selected countries will be central to efforts involving high-level political outreach and engagement, facilitation of technical and financial support, promotion of the Open Government Challenge, communication and recognition initiatives, piloting of new strategy areas, investing in leaders through leadership development programs like the Open Government Leadership Collaborative (OGLC), receiving specialized IRM products and services, and prioritization of OGP Local members for additional support. Successes and lessons learned will be shared with the rest of the Partnership.
- **Pursuing windows of opportunity for open government.** This includes windows that opened in recent years, such as on anti-corruption, political party financing, and truth in political advertising in Australia; climate and environmental openness and digital governance in Brazil; anti-corruption in Guatemala, Ghana, and Honduras; debt transparency and oversight and anti-corruption in Malawi; and reforms related to EU accession in Moldova. It also includes tracking and supporting select countries with elections where windows of opportunity may open, and supporting reformers in countries that are using the OGP platform to prevent backsliding where windows may close. Priorities for outreach to potential new members include Poland, Tanzania, and Zambia.



Advancing and enhancing OGP Local. OGP Local remains a fundamental component of efforts to mainstream open government at all levels of government. The record-setting number of applications received in 2024 shows the growing interest for open government at the local level. The Local program team, in close coordination with regional teams, member services, and other OGP teams, will focus on specific activities to enhance OGP Local, including:

- **Multiplying the OGP Local community and broadening the coalition of reformers.** Efforts will be directed towards supporting and scaling member initiatives such as Morocco's REMACTO network, the Philippines' OGP Lokal initiative, and the Council of Europe's Congress of Regional and Local Associations collaboration with the Ukrainian Association of Local Governments. Additionally, support will extend to promoting national-local collaboration within OGP action plan processes and advancing open government beyond action plans. Furthermore, assistance will be provided for nurturing a pipeline of influential leaders in local open government through the OGP Local Leaders Forum—a continuation of the Local Assembly.
- **Leveraging outcomes and stories from OGP Local membership and supporting action plans.** OGP will onboard up to 50 new OGP Local members and support the delivery of action plans by the incoming and existing cohort. Notably, this expansion will include members from eligible OGP countries for the first time, bringing the total count of members to approximately 150. The SU/IRM will enhance ongoing guidance and evidence collection to share stories and outcomes, including the IRM's second edition of the Local report, to be published in 2025.
- **Strengthening peer learning and partnerships.** This will include consolidating and growing the OGP Local Circles, focusing on the areas of climate, inclusion, anti-corruption, and participation. It will also entail collaboration with one to two key thematic partners to ensure financial and technical support for the delivery of local reforms in priority thematic areas, building on the success of the Climate Democracy Accelerator and other partnerships from the previous year.

Strengthening the action framework and improving member services. The SU will pilot new models of action and improve on its service offering to all members in adopting and implementing the Strategy. Continuing efforts will also be made to ensure strong uptake and use of IRM products, with the IRM producing 90 reports in FY 2024–25 and preparing for the second edition of the Local report (to be published in 2025) and the Open Government Challenge mid-term stock take (to be published in 2026). Specific activities will include:

- **Piloting more flexible models of action.** Submissions to the Open Government Challenge beyond the action plans will start to be accepted. Action plans will also be piloted with judiciaries and autonomous and oversight institutions interested in OGP. Subsequent guidance based on lessons learned will be rolled out later in the year. The IRM will also develop new assessments for mid-year check ins for the four-year action plans.
- **Improving member services and guidance.** A newly established function within the SU will concentrate on crafting harmonized, modular guidance materials and services for all



national and local members throughout the action plan cycle and new elements of OGP's strategy and action framework, such as the Open Government Challenge. It will facilitate a shift towards a member-driven service model where members can more easily access and support each other. In the first year, the focus will be on improving services and making this shift in areas such as onboarding and awareness raising, co-creation support, and implementation and monitoring. It will also entail developing guidance, case studies, and peer learning opportunities around the development of open government strategies and mainstreaming open government, as well as the institutionalization of multi-stakeholder forums or permanent dialogue mechanisms between government and civil society.

In the following years, the ambition is to ensure that a significant group of countries emerge as leaders in the Partnership, demonstrating ambitious domestic action and inspiring and mentoring others to follow suit. On OGP Local, the ambition is to grow and scale impact to hundreds of local governments through national-local collaborations and multiplier initiatives, with the estimated 150 OGP Local members serving as pioneers, innovators, and mentors. Finally, the aim is to ensure that these results are better enabled through more professionalized and dynamic services available to all members across the Partnership.

The SC has a crucial role to play by role modeling and supporting domestic ambition and delivery across all areas of the strategy, securing political buy-in from peers, sharing lessons and extending technical and financial assistance (the latter, through member country donor agencies) to others. In 2024–2025 in particular, political outreach to countries holding elections during the year will be vital, both through regular diplomatic channels and by leveraging OGP and other regional and global fora that provide opportunities for engagement.

Deliverable 2: Advance Ambition, Implementation, and Leadership on Thematic Priorities

With the Open Gov Challenge—and the new *Open Gov Guide*—having been launched at the OGP Global Summit in 2024, the focus will be on furthering ambitious uptake of the Challenge by members inside and outside of action plans. Advancing the Challenge will be a priority for both the SU and the SC. The focus will be on further developing the Challenge by identifying and strengthening its value proposition and countries' incentives, enhancing communications, recognition, and outreach efforts, and expanding and improving the *Open Gov Guide*. There will also be a need to line up political champions and explore expanded technical and financial support from partners and donors for successful delivery, building on existing support from Mott, IDRC, FCDO, and USAID. While there is a need to advance all ten Challenge areas, the SU will prioritize civic space, digital governance, anti-corruption and public participation in 2024.

The main actions taken forward to achieve this include:

Advancing uptake of the Challenge. Special focus will be on civic space, digital governance, anti-corruption, and public participation.



- **On civic space**, at the national and/or local level, at least four members should take ambitious and impactful action on civic space, accompanied by strong and visible political leadership and creative storytelling to inspire others.
- **On digital governance**, at the national and/or local level, at least four members should take ambitious and impactful action to address the impact of digital innovations on democracy, with specific attention to democratizing the use of artificial intelligence by the public sector and to enhance transparency and accountability of data protection frameworks.
- **On anti-corruption**, raise the overall ambition, integration, and impact of anti-corruption policies and strategies, prioritizing those on which the community has had greater traction: beneficial ownership, open contracting, political finance, asset and interest disclosure, lobbying, and extractive industry transparency.
- **On public participation**, build a cohort of government and civil society reformers working to mainstream and embed inclusive public participation in government and define a roadmap towards institutionalizing it.

Further improving the *Open Gov Guide*. The guide will become the thematic content “backbone” of OGP and cover all Challenge policy areas, including benchmarking and maturity models and refined value propositions and narratives. Improvements will introduce more creative and visual approaches to present the information better.

Tracking and publicizing progress on the Challenge. The SU will build and maintain a public database of Challenge commitments and actions, highlighting the most promising actions. A methodology for the mid-strategy progress stock take to be carried out the following year will be developed.

Exploring programs of targeted technical and financial support. Working in collaboration with donors and strategic partners and alliances, the focus will be on priority countries advancing on Challenge areas.

Launching “OGP Horizons.” This series of articles will explore emerging issues in the open government space, provide thought leadership to the Partnership at large and drive ambitions in line with and beyond the Challenge.

Advancing thematic ambition through key global moments and coalitions. OGP has a proven track record on translating global conversations and pledges to domestic action. In 2024, key select moments include the Summit for Democracy III, OECD Global Anti-Corruption & Integrity Forum, relevant EU fora, Open Gov Week, IACC, OGP Africa Regional Meeting (Kenya), UN General Assembly, America Abierta (Brazil), and OGP Asia Regional Meeting.

In the **following years**, OGP will build on the strong foundation laid for the Challenge to keep pushing for more ambition and credible implementation, measuring and highlighting ongoing progress through our communication and recognition work. The 2025 OGP Global Summit in Spain will be a critical opportunity for this.



SC members are well-placed to be powerful role models at home and champions abroad to advance in one or more Challenge areas. Government SC members are particularly well-placed to invest political capital in bringing peers along on a race to the top. Civil society SC members can advocate for more ambition and unlock their expertise and networks as well as those of other civil society organizations.

Deliverable 3: Build a Stronger Global Ecosystem for Open Government

The new strategy has a clear ambition to build a stronger, more political global ecosystem around open government. This includes investing in leadership and coalition building, expanding strategic alliances and partnerships, and growing the community and the spaces and opportunities for them to engage with each other (including at OGP events). It also captures the ambition to spread the values and energy of open government much more widely, such as through partnerships with schools of government and new approaches to curating and sharing high-quality content. The SU will play a strong facilitating and accelerating role in these efforts, with a critical role for the SC to bring leadership, including building fresh political support.

The main actions taken forward to achieve this include:

Organizing successful, fresh, and focused OGP events. All events will aim to support top-level strategy goals, including inspiring and growing the community, advancing the Open Gov Challenge, and collecting and communicating stories, evidence, and other inspirational content. For 2024, this includes Open Gov Week (May), the Africa Regional Meeting (August, Kenya), UNGA (September, United States), the UN High-Level Political Forum on Sustainable Development and International Day for Universal Access to Information, America Abierta (fall 2024, Brazil), the OECD Global Forum on Building Trust and Reinforcing Democracy, and the Asia Regional Meeting (early 2025, Philippines).

A new approach to content, communication and community engagement.

- Developing—and beginning to see the first results of—a new strategic approach to content sourcing and production, corporate communication, and dissemination to showcase impact, reformers, and global opportunities to advance the open government agenda.
- Key deliverables of the new content ecosystem will include the *Open Gov Guide*, the new version of OpenStories, Open Gov Challenge videos, and the launch of OGP Horizons (see above). The IRM will also pilot up to 5 longitudinal *OGP Journeys* for select countries to capture and assess how countries have used OGP over consecutive action plan cycles, including updates on promising reforms initiated in prior cycles.

Creating fresh value propositions and narratives. Key audiences, themes, and regions require value propositions that cater to current political priorities, civil society needs and geopolitical realities to accompany the strategy. Examples include contextualized narratives on democracy and OGP's contributions to solving global problems; value propositions for high-income countries; and domestic agendas to highlight the value of the membership and the civic space



narrative, pivoting from the open/closed proposition to a stronger focus on where open government and OGP can help make shifts in the broader enabling environment for civil society.

Expanding the leadership and training programs OGP offers. This includes further editions of OGLC, a continuation of the collaboration on Transparency Fellows with TI's School on Integrity, and piloting the first partnerships with schools of government in up to three countries. A start will be made to make the content of OGP and partners more accessible, attractive, and fit for educational purposes.

Deepening the work with select strategic global and regional partners, platforms, and alliances. The aim here is to reach new audiences, support the implementation of reforms, and create advocacy opportunities for the community. Examples of priority global partners, platforms, and alliances that OGP seeks to more intentionally and strategically leverage include the OECD, UNDP, World Bank, IACC, and UNCAC. Additionally, OGP will prioritize regional partners in the first few months of the year.

Conceptualizing and launching the OGP Champion Network. The network aims to better, more proactively, and strategically leverage OGP's expansive network of practitioners, SC members (including former members), OGP Envoys and ambassadors, and alumni for key activities to support the implementation of the strategy and position OGP on key platforms through the years. This will be critical to advance the strategy, especially when it comes to building stronger support for the open government agenda, advancing the Open Gov Challenge, opening political doors, and making connections in windows of political opportunity by creating a network of "friends" of OGP who support one another.

In the **following years**, OGP will build on the work conceptualized and piloted in 2024, better connecting efforts with one another and supporting the strategic objectives of mainstreaming open government and advancing thematic ambition. Additional energy will be allocated to recognizing reforms and reformers. To that end, in 2025, OpenStories will transform into the frontpage of innovative and inspiring stories, people, and ideas from the open government community and the OGP Awards will be relaunched and aligned with the Open Gov Challenge. (For example, in 2024 there will be specialized regional awards, such as for the Eastern Partnership region). A prime opportunity for inspiring a growing ecosystem will be the OGP Global Summit in Spain.

SC members can be vocal and inspiring advocates for open government, bringing in new partners and networks, and contributing to refreshed content, narratives, and value propositions. SC members are often well-placed to advance the work with global and regional partners, platforms, and alliances, acting as ambassadors for the Partnership. The SC has a particularly vital role in getting political support and action around the themes of the events to be held in 2024–2025 and using them for bilateral outreach to peers. This may include increased engagement with Ministries of Foreign Affairs and increasing Head of State/Government engagement with OGP domestically and in high-level moments such as UNGA.



Deliverable 4: Strengthen the Financial Resilience and Organizational Health of the OGP Secretariat

Matching the ambition of the strategy and the deliverables of this work plan calls for a strong and resilient OGP Secretariat capable of providing the organizational systems, capabilities, and human and financial resources that underpin the SU/IRM's programs and its support to the Partnership.

Building on the organizational restructuring led in 2023 to align the SU/IRM functional structure to the new strategy, during FY 2024–2025, OGP will focus on doubling down on its financial resilience through a continued fundraising strategy and efficiencies review, developing internal capacities to support strategy implementation and leadership development, and putting in place a mid-term strategy to sustain growth, localization, and a workplace environment that meets OGP's values.

The main actions to achieve this will include:

Explore and establish new funding relationships. In 2024, the OGP Support Unit will establish cross-organizational efforts for a targeted fundraising plan with prospective funders. Areas for exploratory fundraising in 2024 will include expansion areas noted in the 2023–2028 Strategy, such as schools of government; open government/climate and environment intersections; digital participation; models for resourcing the field of open government (such as civil society funds); deepening public participation efforts; and supporting OGP as a model for localization/OGP Local. The goal will be to secure new funding in 2024 to ensure revenues for later years are at similar or higher levels and to avoid shortfalls.

Increase the number of paying members and country contributions. In 2023, the SC approved an updated country contribution framework for the first time since it was introduced nine years ago, with increased levels for most OGP members. 2024 marks the first phase of the increase in contribution levels (at approximately 20 percent). The OGP SU will encourage all members to make payments in line with the increase, but it may take two to three years for actual revenues to appreciate, given the notice needed to make budget requests for most governments. The second phase of the increase will be rolled out in 2025. This 2024–2025 rollout will include proactive communications with domestic points of contact (working and ministerial levels where helpful), leveraging the role of the SC, and continuing to encourage currently non-paying members to pay, including through more targeted outreach and high-level engagement. Support from SC members in setting an example and encouraging other members to pay will be integral to all efforts in raising country contributions.

Build on and expand existing donor relationships. The SU will focus on broadening and deepening connections across current donors, ensuring ongoing alignment of organizational priorities and strategies, and implementing existing grants effectively. These efforts will include cross-organizational efforts for solid project management, measuring and communicating results, and achieving grant deliverables in line with OGP's overall work plan and broader strategy. Part of



this engagement will also include building on OGP's role in facilitating donor coordination and encouraging support for partner organizations, particularly in priority countries and in Open Gov Challenge areas. The ambition is to broaden financial support from existing funders like USAID, AFD, and the EU, where there is an opportunity to show the value of open governments in delivering on priorities such as digital governance, climate, democracy, and anti-corruption.

Review organization-wide systems and policies. This entails a review of systems and policies to ensure they align with the new organizational structure. Identifying areas that require adjustments for effectiveness will aim to align the existing systems and policies with the new organizational structure and identify possible efficiencies or areas that require adjustments to be fit for purpose. In line with the fundraising efforts, this will also include a look at the sustainability of our operational costs to align with fundraising targets for the coming years.

Generate momentum for the strategy implementation. The SU/IRM will meet in person for the first time since 2019 for an all-staff retreat in Madrid, Spain. The retreat will be an opportunity to engage with the incoming Chair and inspire and focus on generating the energy and coordination needed within the organization to deliver its ambitious strategy.

Develop a comprehensive HR framework for our global team. This includes finalizing the compensation review and developing a mid-term strategy to sustain growth and geographic expansion. Efforts will continue in capacity building, leadership development, and planning for transitions and change management.

Improve OGP's data infrastructure and knowledge management. Data is an essential asset to an organization that learns, adapts, and grows. One of the pivotal changes in the functional restructuring was bringing together the learning, data management, and knowledge-producing teams. During 2024, OGP will realign its data infrastructure to enable tracking of the results framework, organizational health indicators, and the Open Government Challenge. This also includes the design of learning spaces for the SU/IRM and for Partnership-wide learning.

SC members can role model and contribute to fundraising by paying country contributions at the SC-approved higher rates, including by encouraging non-paying SC members to pay their country dues. They can also support outreach to their peers outside the SC to do the same. Additionally, they can lead fundraising and donor cultivation efforts for OGP and the wider field. This may include the establishment of an SC fundraising task force. With the Governance Review coming to a close, the SC members will also demonstrate their new mandate, structure, and ways of working—with a stronger focus on their political leadership role.

