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**Democracy
Beyond the
Ballot Box >**

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Looking Back, Moving Forward

As for many organizations, the global impact of COVID-19 has altered the way the Open Government Partnership (OGP) will achieve its mission. To ensure the fundamental values of accountability, transparency, inclusivity, and responsiveness are at the forefront of how governments meet the needs of their citizens, we must restore mutual trust between government and citizenry — underpinned by openness.

Open government values are essential as we move from response through to recovery and tackle new challenges such as ensuring that large-scale procurement of medical supplies or massive stimulus packages and safety net programs achieve their intended goals, while protecting civic space and human rights.



This 2019 Annual Report was drafted in the midst of a pandemic — a reality we cannot ignore. So while we look back on the success of the past year, we also look forward to how we will apply the lessons we have learned, how we will adjust to meet current contexts and how we will continue to drive impact across our initiatives.

Several of our 2019 results prepare us well for these tasks. First, we moved forward on key areas such as beneficial ownership, open budgets, and open contracting and will continue to push to make these areas — which are vital for enhancing transparency and oversight over the recovery efforts — norms in the Partnership. Virtually all OGP national and local members have commitments on fiscal openness and understand the importance of civil society and citizens being able to track how their tax dollars are allocated. Currently, 20 countries have made commitments on beneficial ownership and in 2019 we launched a new coalition to advance this work that is so important to combating corruption. There are almost 230 commitments in OGP on open contracting, meaning we have a wealth of experience and expertise to share with governments as they move quickly to procure supplies and needed services.

Second, in 2019 we launched our first integrated campaign aimed at promoting gender and inclusion across all our work. Through *Break the Roles*, we asked our members to take concrete actions to increase inclusion in 2019 action plans — I am pleased to say we have surpassed our goal of 30 percent. The work will help inform how governments and civil society can ensure that the most vulnerable and those most dramatically impacted by COVID-19 are engaged in shaping the response and recovery strategy in their communities. And, perhaps most importantly, OGP continues to serve as a valuable and unique platform that brings together government reformers and civil society leaders in a manner that builds

trust, promotes accountability, and creates a space for citizens to be vital agents and partners, not just passive beneficiaries of governmental action. The Partnership will also continue critical, proactive work to open civic spaces and to protect the civil society activists, whistleblowers, scientists, and independent media who are vital in speaking truth to power, particularly in a global crisis.

This report explores all of these areas in more depth. We have organized it around three main focus areas.

Country-level: Providing on-the-ground support for our members, partners, and the OGP process, including a new local strategy and the implementation of the Multi-Donor Trust Fund. Thematic-level: Defining best practices, convening thought leaders, and creating partnerships that drive concrete action through our work on priority policy areas. Global-level: Raising awareness of the importance of open government on a global level through our events, storytelling, campaigns, and reporting in order to inspire and link together reformers.

The report also touches on our continued commitment to evaluating, learning, and adapting our approaches. The results of our on-going learning are critical as we all work together to navigate new challenges. We are already applying what we have learned in 2019 and in our previous nine years to the COVID-19 response. This continuing, evolving work can be seen in our [Open Response + Open Recovery](#) campaign efforts, which I encourage you all to review and to contribute to moving forward.

In 2020 and beyond, OGP will be leaning more into digital collaboration approaches. We will, however, also stay true to our core principles and to our mission to help build the trust between governments and their citizens. Openness can bolster society in the wake of the pandemic. It can bind the government and citizenry in a new social compact based on mutual trust that can drive effective and lasting change.



Sanjay Pradhan
Chief Executive Officer

Country-Level

On-the-Ground Support for our Members, Partners, and the OGP Process

The OGP platform is designed with reformers in government and civil society at the national and local level at its heart. When these reformers have access to a level playing field, political incentives, cross-country learning, technical expertise, accountability, and strategic guidance provided by the OGP platform, they advance innovative and ambitious open government reforms.

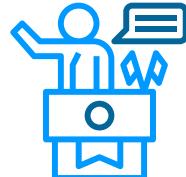
Action plans are at the core of a member's participation in OGP. They are the product of a co-creation process in which government and civil society define ambitious commitments to foster transparency, accountability, participation and inclusion.

OGP's Support Unit has played a critical facilitating role in the co-creation and implementation processes, including linking members to thematic partners, assisting with commitment design and facilitating connections to technical and financial resources. OGP also facilitated co-creation workshops and thematic roundtables to advance progress on co-creation and knowledge of open government solutions. Often, inspiration and a little bit of peer encouragement has been the most valuable form of support, including brokering virtual peer-to-peer discussions, leveraging bilateral visits for open government-related study tours, webinars and cross-country workshops on the OGP process or to design reforms in specific thematic areas, and "standing" sub-regional peer exchange networks.

Impact Story: Shielding Whistleblowers in Latvia

A comprehensive whistleblower protection law — a long-standing reform commitment in Latvian national action plans championed by key reformers within the Latvian government as well as Transparency International Latvia ("Delna") and other Latvian OGP civil society partners — was enacted in 2018 and came into force in May 2019. A broad range of public institutions at both central and municipal levels have adopted procedures for receiving and reviewing public interest disclosures and appointed contact persons for ensuring whistleblower protection. Since May, 111 whistleblower reports have been received. "This law — for the first time in our country — shows that reporting a violation with honesty and a sense of fairness is the right behavior and that should the person reporting encounter any problems, they will get protection guarantees," says Latvia's government OGP point of contact Inese Kušķe. "The law is an important contribution to a democratic, open, and participatory culture. It is also a way to say we can achieve safety and justice in our country if we all take it as a shared responsibility."

HIGHLIGHTS FROM 2019



- Thirty-one members submitted action plans with 289 commitments.
- The most popular commitment policy areas were Marginalized Communities, Justice, Gender.
- Gender and Beneficial Ownership are the fastest growing areas of focus for commitments out of 37 policy areas.
- 85% of 2019 action plans address key gaps identified in their governments at the national or local level.

Six members submitted their first action plans, covering anti-corruption, civic space, open data, fiscal openness, and other policy areas.

Twelve countries re-engaged with OGP by submitting new action plans after elections, showing continued political support for open government.

Multi-Donor Trust Fund

The OGP Multi-Donor Trust Fund (MDTF) was launched in 2018 to give concrete support to OGP national and local members in co-creating and implementing OGP commitments and action plans as well as OGP research and thematic priorities. MDTF highlights from 2019 include the launch of the first round of awards to governments to support implementation of specific action plan commitments. The MDTF also launched its first cohort of thematic awards, providing eight organizations with grants to promote the ambitious uptake of OGP's thematic priorities across countries, ranging from fiscal openness to public service delivery to open parliaments. Additionally, the MDTF supported its second cohort of civil society organizations with grants and learning opportunities to help strengthen co-creation in six countries.

The co-creation awards promote quality engagement and dialogue during the OGP action plan design, deliberation, prioritization, and monitoring processes. Civil society organizations from Afghanistan, Burkina Faso, Colombia, Costa Rica, Liberia, and the Philippines received awards to collaborate closely with their country's OGP Point of Contact and Multi-Stakeholder Forum to facilitate a process that supplements and enhances the country's larger efforts.

Impact Story: Broadening Voices In Co-Creation in Afghanistan

Afghanistan delivered its second action plan in 2019, with commitments to increase citizen participation in national budgeting processes, develop a national plan for women's empowerment and establish a High Council on Women's issues, and implement anti-corruption measures, including developing a legislative framework for beneficial ownership transparency. During co-creation, assistance from the OGP Multi-Donor Trust Fund enabled a more inclusive co-creation process and a stronger, broad-based partnership between government officials and civil society organizations.. Consultations extended beyond the national capital for the first time, engaging local governments and grassroots groups, resulting in commitments from subnational governments to improve the local governance law, enhance transparency of municipal revenue collection, enable public participation in municipal budgeting processes and improve public service delivery, in health and education.



Photo Credit: Graham Crouch / World Bank

LOCAL STRATEGY

Local governments are closer to the people and their work has a more direct impact on citizens' everyday lives. OGP Local aims to harness the innovation and momentum demonstrated by local governments and civil society partners across the world. Three in four local commitments are ambitious, and one in four lead to strong early results. Both rates are higher than the average for national commitments. In 2019, the Steering Committee approved a new strategy for OGP Local to expand in a scalable and sustainable way, promote national-local collaboration, and strengthen OGP's learning offerings and community of practice.

Impact Story: Open Data Sparks *Frenesi de Café* (Coffee Frenzy) in Nariño, Colombia

There are more than 70 brands of coffee produced in the Nariño region of Colombia, but they are not well known locally since they are produced in remote areas. Producers lack data, resources, and commercialization channels. After Nariño joined the OGP Local program, local reformers used their first 2018–2020 action plan to catalyze collaboration in the local coffee industry through open data. During OGP's Open Government Week in 2019, a coffee trade fair, "*Frenesi de Café*", was organized in the regional government house in the capital city of Pasto. More than 60 coffee producers set up booths and were able to make their brands known to the public. Coffee growers used the event to build an industry community that now exchanges information about production, marketing, and sustainable farming.



Photo Credit: Economía Colaborativa

Thematic-Level

Driving Action Through Priority Policy Areas

16

OGP members
made 32
justice
commitments

200

Commitments
on justice in
OGP action
plans

One of OGP's strengths is that it provides a forum for exploring how open government approaches can advance a broad range of policy areas. The OGP platform has been successfully used to generate commitments on over 50 thematic sectors, ranging from access to information and open data to gender and climate change. In 2019, OGP expanded technical support to members on our focus thematic policy areas, in particular through thematic coalitions and convenings for peer learning.

JUSTICE

There are currently more than 200 commitments on justice in OGP action plans, with countries in Latin America putting forward the greatest number of commitments in this area. In 2019, 16 OGP members made 32 justice commitments and OGP launched the Coalition on Justice to provide ongoing support and to drive and inspire the creation of more people-centered actions aligned with SDG16 goals. The Coalition was launched at OGP's Global Summit in Ottawa in 2019.

Impact Story: Opening Justice in North Macedonia

The 2019 OGP Summit highlighted North Macedonia's commitment on developing effective and efficient access to justice for marginalized communities and the poor. In October, with the help of experts on open government and justice from Argentina, North Macedonian civil society launched an assessment of judicial openness in the country, as preparation for a new commitment on judicial transparency in their upcoming 2020 action plan.

BENEFICIAL OWNERSHIP TRANSPARENCY

Hidden company and property ownership is a significant contributor to the nearly US\$1 trillion that illicitly leaves developing countries, according to the Financial Transparency Coalition. In most countries, disclosure of the individuals who ultimately profit from a business, the “beneficial owner”, is not required. Beneficial ownership transparency has emerged as a thematic policy area across several OGP action plans — from one country in 2013, to 27 countries at the end of 2019. Following the launch of the Beneficial Ownership Leadership Group at the OGP Summit, Argentina, Armenia, Ukraine, Latvia, Slovakia, Norway, and Mexico have formally indicated their endorsement for the Beneficial Ownership Disclosure Principles, with Kenya and Nigeria expressing interest to join.

Impact Story: Implementing Transparency in the Extractives Sector in Nigeria

In 2019, the Nigerian Parliament passed legislation that would enable creation of a central and public beneficial ownership register, a key commitment in their 2017 action plan, but it was not signed into law before the elections. While disappointing, OGP is working to broker relationships with all relevant actors to ensure any potential political roadblocks to the passage and enactment of this legislation under the new government are identified and managed. A new commitment was included in their 2019–2021 action plan and OGP and our partners are continuing to support Nigeria through implementation. The MDTF also provided a thematic grant to OpenOwnership to provide technical support to the implementation agencies advancing the reforms, including with a focus on Nigeria, and another grant to the Corporate Affairs Commission, Government of Nigeria to develop the register. Of note is that the Nigeria Extractives Industry Transparency Initiative launched a sectoral beneficial ownership portal for oil, gas, and mining companies.



Photo Credit: Igor Groshev, Adobe Stock

ACCESS TO AND PARTICIPATION IN PUBLIC SERVICE DELIVERY

Open government can help better people's lives by improving the quality of and access to public services, including health, education, and water and sanitation. As an area of increasing priority, OGP supports the efforts of countries to improve their public services by coordinating with partners to help OGP members develop commitments with meaningful impact on public service delivery.

Impact Story: Improving Water Sanitation in Chile

Chile has long-standing problems with water availability, culminating in several emergency decrees that address water scarcity. Lack of information about how water is being used has hampered good water policy-making. The Water Directorate has been participating in OGP since 2016 with the aim of addressing this gap. As part of its most recent 2018–2020 OGP action plan, Chile is developing a new web application to gather and visualize user-generated water usage data. Chile knows that transparency alone will not solve their water problems, so this data is intended to bring the Water Directorate closer to the citizens that they serve.



Photo credit: VanWyckExpress

OPEN PARLIAMENTS

OGP's parliamentary engagement saw exponential growth in recent years, bringing new actors and activities to the table. The 2019 Global Summit was attended by delegates from more than 40 legislative institutions, creating a space for strategic discussions on next steps with partners, parliamentary delegates, and OGP Points of Contact. These discussions confirmed a clear demand for increased parliamentary engagement and a need for further technical assistance and hands-on support by partners. So far, there have been 145 commitments related to legislative openness, 82 of them included in 2018 or 2019 action plans. Commitments directly affecting parliament comprise the third-fastest growing policy area group overall and the second fastest in Asia and Europe.

Stand-out 2019 commitments include:

Sierra Leone, where Parliament will take measures to strengthen the public participation of citizens, in particular women and marginalized groups. Alongside this, Parliament has committed to proactively support the implementation of the Sierra Leone action plan.

Kyrgyzstan, where Parliament will be overseeing the implementation of the OGP action plan by the government. A parliamentary committee has been tasked to track bottlenecks, hold government officials to account, and explore legislative action where needed.



Photo Credit: OGP

Global-Level

Inspiring Global Events, Storytelling, Campaigns, and Reporting

OGP plays a vital role on the global stage promoting the value of open government and providing a bridge between international frameworks and national implementation and by raising the visibility of positive actions to promote sustainability and scale. Major highlights include:

- The government of Canada and Nathaniel Heller served as co-chairs for the majority of 2019 and pushed priority policy areas, including advancing gender and inclusion, protecting civic space, and strengthening democratic governance in the digital age. The government of Argentina and The B-Team's Robin Hodess took the Co-Chair roles in October 2019, advancing these existing priorities and advocating for overall open states.
- The Steering Committee approved the OGP Local Engagement Strategy and the IRM Refresh; supported the development of OGP's new Three Year Implementation Plan (2020–2022); and put a ministerial-level call to action for the whole Partnership to collectively protect participation, advance inclusion, and create impact for digital democracy.
- To foster on-the-ground efforts, the OGP Steering Committee and Support Unit engaged senior political leaders around the world, meeting for example with Heads of State in Armenia and Latvia. These visits helped to drive agendas forward and were complemented by strong coverage across media channels.
- German Chancellor Angela Merkel appeared in a video presenting OGP as a platform for greater transparency and sharing the contents of Germany's second OGP action plan.
- OGP continued to strengthen its multilateral partnerships, including signing Memorandums of Understanding (MOUs) with the Africa Peer Review Mechanism and Organisation for Economic Co-operation and Development (OECD); joining the founding board of the OECD Civic Space Observatory, partnering with the Paris Peace Forum; and joining the founding board of the Forum on Information and Democracy, established by Reporters Sans Frontières during the French Presidency of the G7.
- We leveraged events held by partners to draw attention to OGP on the global stage, including the Paris Peace Forum, the World Justice Forum, the Mo Ibrahim Governance Weekend, the EITI Global Forum, and many others.

FACILITATING AN ACTION-FOCUSED GLOBAL SUMMIT

The 2019 OGP Global Summit brought together more than 2,600 open government reformers from 119 countries, including 81 high level ministers and officials. The Summit offered a platform to Steering Committee members and high-profile advocates such as Canadian Prime Minister Justin Trudeau, Former Irish President Mary Robinson, Afghanistan Minister of Public Works Yama Yari, and United Kingdom Prime Minister's Anti-Corruption Champion John Penrose, in addition to civil society partners ranging from international organizations Hivos, Namati, Open Contracting Partnership, Pathfinders, Transparency International, and World Vision and national reformers including Fundación Ciudadanía y Desarrollo (Ecuador), Integrity Watch (Afghanistan), Involve (UK), Mahintana Foundation (Philippines), and Public Service Accountability Monitor (South Africa). Each called for concrete action on issues ranging from gender and inclusion to civic space, and strengthening democratic governance in the digital age. The Summit also provided space for reformers to discuss ways to continue making progress and to share learnings. Major Summit outcomes included:



Break the Roles

OGP's first integrated campaign was launched to promote gender and inclusion. For the first time in OGP history, the majority of the Summit's speakers identified as women.



Youth Engagement

The Government of Canada, OGP, the Asian Development Bank, Accountability Lab, and Restless Development hosted a side event for young participants, who produced recommendations on how national governments, and OGP itself, can better engage young people in their decision-making.



OGP Global Report

OGP published and launched the [Global Report: Democracy Beyond the Ballot Box](#), our first comprehensive assessment of the state of open government. The report provides a thorough and honest review of progress made by OGP member countries in the first eight years of the Partnership.



Beneficial Ownership Leadership Group (BOLG)

A joint effort led by the United Kingdom, OGP, and OpenOwnership, in collaboration with Transparency International, B-Team, and others, the BOLG was launched at the Summit with 19 countries represented by government and civil society. These countries have committed to advance on the Beneficial Ownership Disclosure Principles through their OGP action plans.

CAMPAINING FOR CHANGE

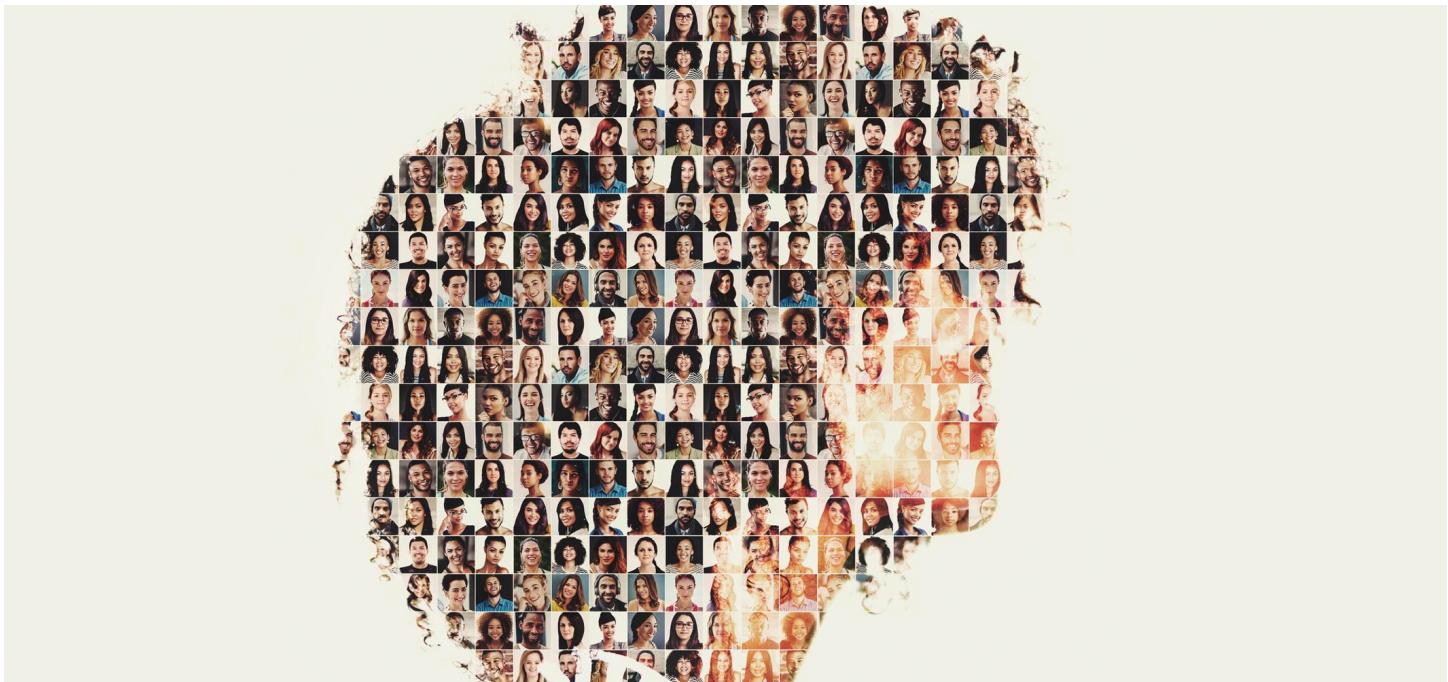


Photo Credit: OGP

Break the Roles

In 2019, OGP launched its first integrated advocacy campaign. Break the Roles encouraged open government actors to look beyond traditional roles and responsibilities and to be intentional, strategic, and ambitious in bringing women's voices into open government. Governments were asked to consider a gender action they could take to make co-creation more inclusive or ensure commitments better reflect the priorities of women, LGBTQI+ persons and other underrepresented communities. Nearly 40 percent of OGP members had at least one gender commitment in 2019 action plans, surpassing the campaign goal of 30 percent. Multiple OGP members also took action to make their process more inclusive with dedicated outreach to gender groups and more inclusive leadership of steering committees and multi-stakeholder forums.

Highlights include:

- Seven members — Bosnia and Herzegovina, Italy, the Philippines, Ecuador, Luxembourg, Burkina Faso, and Nigeria — all made gender-related commitments for the first time in 2019.
- In countries like Sierra Leone, Argentina, Afghanistan, and Mexico, representatives from women's organizations participated in national steering committee leadership or in multi-stakeholder groups.
- The United Kingdom, Sri Lanka, Dominican Republic, Uruguay, Argentina, Honduras, Nigeria, and the Philippines held Open Gov Week sessions on gender inequality in open government.
- More than 20 governments and partners came together to form the OGP Gender Coalition, which will guide and amplify gender and inclusion in OGP into 2020.

40%
of OGP members
had at least
one gender
commitment
in 2019
action plans,
surpassing
the campaign
goal of 30%

7
members made
gender-related
commitments
for the first time
in 2019.

20
Governments
and partners
came together
to form the OGP
Gender Coalition

30%
of the 513
events in
52 countries
focused on
inclusion

Building Community Through Open Gov Week

During the second annual Open Gov Week, OGP asked everyone to make a dedicated effort to bring traditionally underrepresented voices into conversations. In the end, nearly 30 percent of the 513 events in 52 countries focused on inclusion, and how to better engage women, youth, people with disabilities, the LGBTQIA+ community and other marginalized populations. These events — and many more on open contracting, civic space, and beneficial ownership — were amplified across OGP's digital channels including Twitter, Facebook and Instagram reaching a potential audience of 60 million. Dozens of partners also joined in, including Transparency International, Infrastructure Transparency Initiative (CoST), International Institute for Democracy and Electoral Assistance (IDEA), United Nations Development Programme (UNDP), Open Heroines, Hivos, and Counterpart International.



Photo Credit: Smart City/ Edmonton

An Overarching Narrative for OGP

In 2019, the OGP CEO presented a fresh, compelling narrative of OGP's value proposition through a TED-like talk at Georgetown University, "Democracy Beyond the Ballot Box". Using concrete country and thematic examples, the narrative shows how OGP empowers citizens to shape and oversee government, between and beyond elections, by advancing key frontiers: empowering citizens through access to information, including marginalized groups, enabling citizens to shape and oversee services, enlisting them to fight corruption, tackling new digital threats, and protecting civic space. The talk was widely disseminated and viewed globally. In 2019, OGP also customized this narrative to specific countries to reach broad audiences, for instance through the OGP CEO addressing youth groups in countries like Estonia and Latvia.

Putting it All Together: Bright Lights

When reformers in government and civil society work together to show political commitment to open government, demonstrate inclusive co-creation, produce ambitious action plans, and credibly implement their most transformative commitments, we see “bright lights” emerge. These countries role-model open government and act as exemplars of the Partnership.



Impact Story: Delivering on the Promise of the Velvet Revolution in Armenia

In 2018, the world watched as a citizen-led protest against corruption fueled a peaceful, democratic revolution in Armenia, after decades of erosion of democratic institutions. The new government came to power with a strong focus on democratic transformation and institution-building, addressing corruption, and the restoration of an independent judiciary. OGP offered a powerful platform for the government to address the root causes of citizen dissatisfaction and pursue key reforms with transparency, accountability, and responsiveness to the needs of citizens.

In 2019, OGP and our partners provided assistance to Armenia to deliver their potentially transformative 2018–2020 action plan. The OGP team, led by the CEO, visited Armenia and met the Prime Minister, Speaker of Parliament, cabinet members, and civil society organizations. The CEO gave interviews on primetime television to build high-level as well as broad-based enthusiasm and ownership for how open government approaches can deliver on the promise of the revolution. With technical assistance from OpenOwnership funded through an OGP Multi-Donor Trust Fund grant and assistance from a range of other partners including the Centre for International Private Enterprise, the Extractives Industry Transparency Initiative, Transparency International, and the UK government among others, a promising commitment on a central public beneficial ownership register is being piloted to address corruption in the mining sector. 2019 also saw strong government and civil society partnerships drive forward substantial progress on implementation of commitments that establish land and water cadastres and a dashboard where citizens can provide feedback on public services and make suggestions for their future design and improvement. At a time when we are seeing an unprecedented rise in authoritarianism, Armenia stands out as a bright spot for democracy.

Impact Story: Building Transparency and Accountability in Kenya

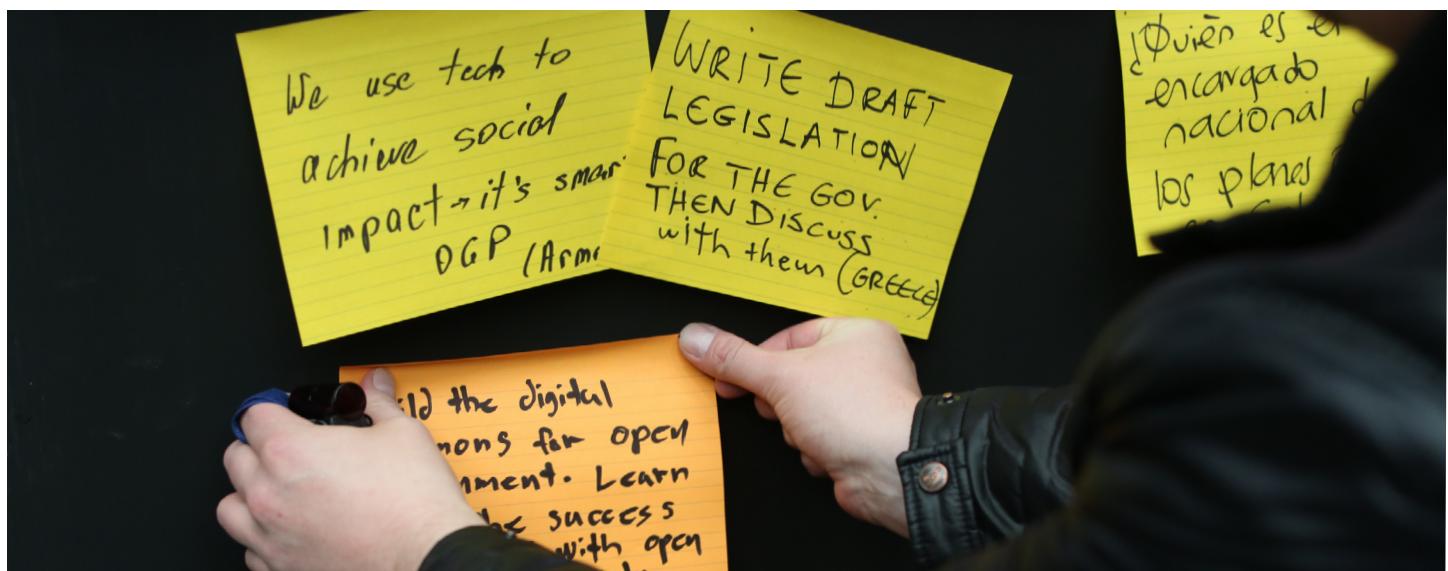
Kenyan reformers are using OGP to strategically push through difficult and ambitious reforms addressing corruption, such as beneficial ownership transparency and open contracting. On the first, local and international partners are providing technical support for the development of a publicly accessible beneficial ownership registry. The government is participating in the OGP-led Beneficial Ownership Leadership Group to ensure domestic progress on beneficial ownership transparency is instituted per best practice and Kenya is positioned to inspire the region in this area.

Kenya has used its 2016–2018 and 2018–2020 action plans to improve citizen access to procurement opportunities with increased engagement with women’s groups, youth, and people with disabilities through consultations, research, training, and more. In 2019, Hivos and OGP began collaborating with the Nation Media Group and the Institute of Economic Affairs to build an online portal with open access to media coverage and other information related to public procurement. The portal will ensure media articles persist online after their first publication so they can be used by journalists and reformers in the future.

There is also a strong movement for local open government in Kenya; three counties, one of them an OGP Local member, sit on the national OGP steering committee and are leads on national action plan commitments.

Exposure created by OGP has inspired Kenya to emerge as an open government leader. At the OGP Summit, Kenya showcased its reforms as examples for other members in policy areas including opening data for development and leveraging data for public service delivery. Kenya is also providing mentorship to other OGP members through learning exchanges with Sierra Leone, Ghana, and the Seychelles in 2019.

Refreshing the IRM



Since 2011, IRM has delivered more than

350
reports, feeding invaluable information for accountability and learning.

One of OGP's unique features is the Independent Reporting Mechanism (IRM), which provides accountability and learning by monitoring countries' progress against their action plans. Since 2011, the IRM has delivered more than 350 reports, feeding invaluable information for accountability and learning to the members and the Partnership as a whole. In 2019, the IRM prioritized expanding the use of IRM reports to influence stronger commitment design and co-creation processes.

In 2019, IRM staff engaged directly with individual partner governments on the strengths and weaknesses in their commitments. In 11 member countries, IRM researchers have met with OGP multi-stakeholder forums to share and discuss findings from their IRM reports. IRM also hosted events in Washington, DC, to highlight successes and learnings from individual countries for the broad open government community and began a series of publications showcasing learnings and new directions at the subregional level.

The rapid growth of the Partnership, as well as the need for the IRM to be more impactful and increase uptake of IRM findings, inspired OGP to undertake a strategic refresh that is simplified, fit for purpose, results-oriented and prioritized.

Specifically, the refresh focused on ensuring that IRM data are more timely, highlight the most meaningful results, and can be more widely used for learning at country, regional, and partnership-levels with a focus on the most transformative parts of action plans. These changes will take effect for new action plans submitted in 2020. The first products of the refreshed IRM will be delivered in 2021 for 2020–2022 action plans.

Charting the Future of OGP



Photo Credit: UGP

In 2019, OGP developed a three-year implementation plan, grounded in the Partnership's core vision and mission but shaped by the ways the Partnership has grown and the lessons learned along the way. The plan's aim is to improve the services OGP provides to all of its members, including a revamped IRM, an expanded OGP Local strategy, and a stronger knowledge and learning hub.

To ensure the process was inclusive, the plan went through multiple iterations and was strengthened greatly by feedback and suggestions from the open government community worldwide. Specifically, the plan outlines focus countries, reforms, policy areas, and global advocacy strategies where OGP will invest extra time, energy, and resources in order to help demonstrate the value the Partnership can bring. The three-year implementation plan was approved by the OGP Steering Committee in February 2020.

An Ongoing Commitment to Learning

As the Partnership approaches its tenth year, it is critical that there are accurate assessments of our work and its impact. In 2019, two important activities highlighted this ongoing effort.

Global Report

OGP released its first comprehensive assessment of the state of open government. This report provides a thorough and honest review of progress made by OGP member countries in the first eight years of the Partnership. The report reviews evidence on the impact of open government to determine whether openness leads to better socio-economic outcomes. Additionally, it takes deep dives into selected thematic areas: civic space, anti-corruption, and public service delivery. The report uses IRM findings and credible third-party datasets to assess whether OGP members are contributing to more open government in selected policy dimensions. Among the report's many results, it found that there is evidence that improved transparency in relevant policies is strongly correlated with better economic results.

OGP is continuing to develop additional modules covering policy areas of great relevance to action plans. The first such module, the Open Justice series, was published in September.

Evaluations

To remain agile and connected to the needs of its members, OGP is conducting in-depth reviews of key strategic approaches and activities and how they influence the support given to members:



Evaluation of OGP: Three of OGP's funders launched an evaluation addressing core questions about the relevance, effectiveness, efficiency, and impact of the OGP platform. The evaluation uses case studies in Colombia, Nigeria, Ukraine, the Philippines, South Cotabato, Kenya, and Elgeyo-Marakwet County, initially focusing on the policy areas of beneficial ownership transparency, open contracting, and citizen engagement.



Evaluating OGP Events: After hosting six global Summits and nine regional meetings, OGP commissioned an evaluation to learn how OGP events can remain innovative opportunities for peer learning, exchange of ideas, and high-level political engagement. The evaluation recommended rebuilding political momentum at the international level and a more strategic approach in event frequency and design.

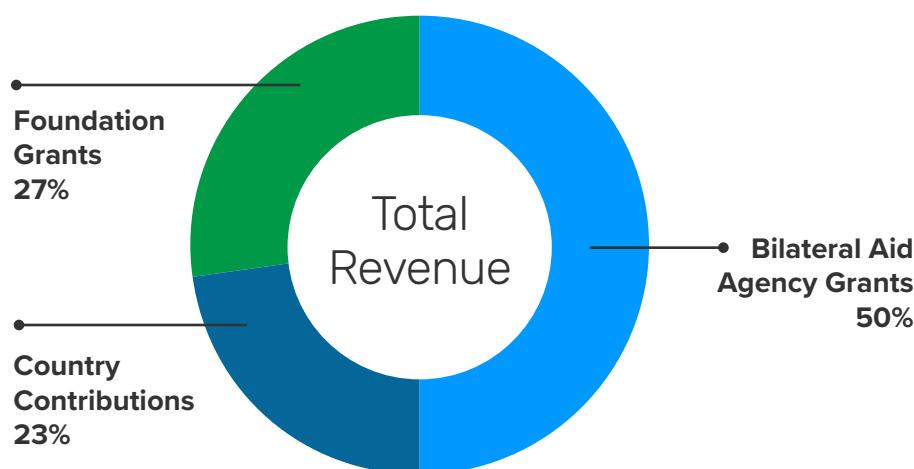


Monitoring, Evaluation & Learning Review: This review of OGP's organizational learning practices showed that our methods for absorbing new knowledge, leveraging experiences, and adapting to change will influence how quickly and meaningfully we make impact.

Financial Transparency

All of our budgets, audit reports, and other financial information are available on our [website](#). In 2019, our grant from the United States government was fiscally sponsored by the Tides Center; this was our last year under this relationship. All figures below are US\$.

REVENUE	BUDGET	ACTUAL OGP SECRETARIAT	ACTUAL TIDES CENTER	TOTAL ACTUAL
Bilateral Aid Agency Grants	5,423,050	5,632,375	356,328	5,988,703
Country Contributions	3,100,000	2,799,902	0	2,799,902
Foundation Grants	3,500,000	3,285,899	0	3,285,899
Other	-	405	0	405
TOTAL	12,023,050	11,718,581	356,328	12,074,909



2019 FUNDERS

Government Grants

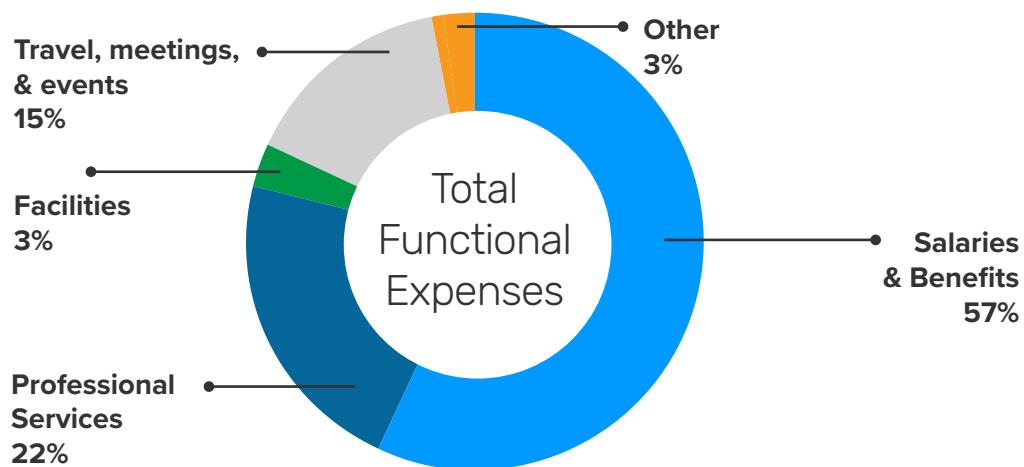
- UK Department for International Development
- United States Agency for International Development
- Canada International Development Research Center
- Swedish International Development Cooperation Agency

Contributions from [38 national member governments](#)

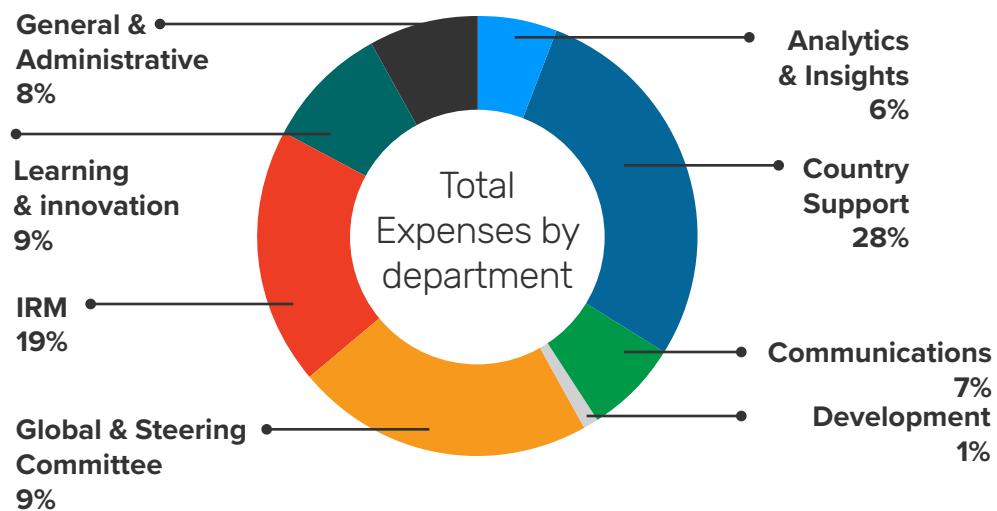
Private Foundations

- Ford Foundation
- Open Society Foundations
- Luminate
- William and Flora Hewlett Foundation

FUNCTIONAL EXPENSES	BUDGET	ACTUAL OGP SECRETARIAT	ACTUAL TIDES CENTER	TOTAL ACTUAL
Salaries & Benefits	6,336,224	5,935,799	309,960	6,245,759
Professional Services	2,987,975	2,397,453	25,665	2,423,118
Facilities	316,800	332,634	739	333,373
Travel and Meetings	1,976,584	1,657,507	1,252	1,658,759
Grants and Awards	39,000	50,608	-	50,608
Other Expenses	197,620	248,468	4,733	253,201
Depreciation	11,250	42,467	1,348	43,815
Management Fees	-	-	22,968	22,968
TOTAL	11,865,453	10,664,936	366,665	11,031,601



EXPENSES BY DEPARTMENT	ACTUAL OGP SECRETARIAT	ACTUAL TIDES CENTER	ACTUAL TOTAL
Analytics & Insights	628,098	-	628,098
Country Support	2,886,688	187,906	3,074,594
Communications	725,149	-	725,149
Development	124,632	15,388	140,020
Global and Steering Committee	2,435,250	-	2,435,250
IRM	2,074,225	45,295	2,119,520
Learning & Innovation	1,008,098	-	1,008,098
General and Administrative	782,796	118,077	900,873
TOTAL	10,664,936	366,666	11,031,602



All data in this chapter are based on statements as of June 5, 2020. The Transparency and Accountability section of our [website](#) will be updated after our annual audit.